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Integrating Generative AI in Marketing

Exploring the Potential of Generative AI within
Marketing Workflows and Processes

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Abstract

This thesis examines how generative artificial intelligence can be further implemented within marketing-related workflows in a large downstream energy organization. Based on a qualitative case study with semi-structured interviews, the study analyzes current AI use and organizational conditions through a People-Process-Technology framework combined with an organizational maturity perspective. The findings show that generative AI is mainly used as a supportive tool for text production, idea generation, information structuring, meeting summaries, analysis, and efficiency improvements in daily work. However, further implementation is limited by varying levels of AI literacy, uncertainty regarding output reliability, fragmented data environments, limited system integration, unclear workflows, and the continued need for human validation. These limitations are particularly important in marketing-related work, where brand identity, contextual understanding, communication quality, and strategic judgment remain central. The thesis concludes that generative AI has clear potential to support and strengthen marketing workflows, but that its long-term value depends on stronger alignment between employee competence, structured work processes, technological infrastructure, governance, and access to relevant organizational data. Further implementation should therefore be understood as an organizational development process, rather than only as the introduction of a new technological tool.

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Populärvetenskaplig sammanfattning

Generativ AI, till exempel verktyg som kan skriva texter, sammanfatta information, analysera material och ge förslag på idéer, har på kort tid blivit en del av vardagen i många organisationer. Inom marknadsföring används tekniken bland annat för att ta fram textutkast, bearbeta innehåll, sammanfatta möten, strukturera information, utveckla kampanjidéer och stötta kreativa arbetsprocesser. Samtidigt är det inte självklart hur generativ AI bäst kan användas i marknadsföringen för större organisationer. Att införa ett nytt digitalt verktyg är sällan tillräckligt för att skapa nytta i verksamheten. För att tekniken ska fungera väl behöver den passa organisationens arbetssätt, medarbetarnas behov och de tekniska system som redan används.

Den här uppsatsen undersöker därför hur generativ AI används i dag och hur användningen kan utvecklas inom marknadsföringsarbete i ett stort energiföretag. Studien bygger på intervjuer med medarbetare som arbetar inom bland annat marknadsföring, kommunikation, strategi, teknik och AI. Genom intervjuerna har studien kartlagt hur AI används i det dagliga arbetet, vilka möjligheter medarbetarna ser och vilka utmaningar som behöver hanteras för att tekniken ska kunna användas mer effektivt framöver.

Resultatet visar att generativ AI framför allt fungerar som ett stöd i arbetet snarare än som en ersättning för mänskligt arbete. Medarbetarna använder AI för att komma igång med texter, skapa första utkast, få nya idéer, sammanfatta stora mängder information och effektivisera olika arbetsuppgifter. Det kan minska tiden som läggs på rutinmässiga och administrativa uppgifter och ge mer utrymme för kreativt och strategiskt arbete. Samtidigt visar studien att AI-genererat innehåll alltid behöver granskas och anpassas av människor. Det är särskilt viktigt inom marknadsföring och kommunikation, där tonläge, varumärke, målgruppsanpassning och korrekt information spelar en avgörande roll.

Studien visar också att en mer omfattande användning av AI påverkas av flera utmaningar. Medarbetarnas kunskaper varierar, det finns osäkerhet kring hur tillförlitliga AI svar är och arbetssätten är ännu inte fullt utvecklade. Dessutom finns tekniska begränsningar, exempelvis bristande integration mellan olika system och svårigheter att använda intern information på ett säkert och effektivt sätt. En viktig slutsats är att generativ AI inte bara handlar om teknik. För att skapa långsiktig nytta behöver organisationer även satsa på kompetensutveckling, tydliga riktlinjer, gemensamma arbetssätt och tekniska lösningar som fungerar i praktiken. Uppsatsen visar att generativ AI har stor potential att stärka marknadsföringsarbetet, men att den största nyttan uppstår när tekniken används som ett stöd för människors kunskap, erfarenhet och omdöme.

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1. Introduction

In today's business environment, digital tools have become a normal part of organizational work and large organizations are increasingly dependent on digital transformation across their business processes. Vial (2021) describes digital transformation as a process where digital technologies are used not only to digitize existing activities, but also to change organizational processes, capabilities, and value creation. Organizations also collect and generate increasing amounts of data in order to make more informed decisions. Duan et al (2019) argue that AI models have become important in the era of big data because they can help organizations process information, identify patterns, and make informed decision-making. As a result, big data and artificial intelligence have become important for organizations seeking to improve their processes and remain competitive.

While traditional AI systems have mainly been used for analytical and predictive tasks, such as identifying patterns and supporting decision-making, generative AI expands these possibilities by creating new content based on existing data. Feuerriegel et al. (2024) describe generative AI as AI systems that can generate outputs such as text, images, audio, code, and other forms of digital content. For organizations, this means that generative AI can support tasks such as producing reports, creating marketing content, and generating visual material. As a result, generative AI may help organizations reduce time spent on repetitive work and allow employees to focus more on complex, strategic, and creative tasks.

Marketing is an area where employees work with large amounts of information and continuous content creation. Wedel and Kannan (2016) describe marketing as an increasingly data-rich environment. Social media and digital platforms have increased the speed of communication, which means that organizations often need to produce and distribute content regularly to remain visible and relevant to consumers. At the same time, customers increasingly expect personalized and engaging content. This creates pressure on marketing teams to produce high-quality, relevant, and consistent content at a faster pace. Kshetri et al. (2024) argue that generative AI can support marketing activities such as content creation, personalization, customer communication, and marketing productivity. This may reduce the time spent on routine tasks and allow employees to focus more on creative and strategic activities.

However, even if generative AI offers several possible benefits for marketing activities, its implementation is not the same across all organizations. Successful implementation requires more than simply introducing new technological tools, as digital transformation is often dependent on organizational processes, employee adoption, and the alignment between technology and existing work practices (Vial, 2019). Each organization has its own workflows, culture, structures, employee capabilities, communication strategies, and strategic priorities, which may influence how generative AI is adopted, used, and further developed in practice. Therefore, the question is no longer only whether generative AI can support marketing-related tasks, but how it can be integrated into existing marketing workflows within a specific organizational context. This highlights the need to identify which

organization-specific factors influence implementation and which areas may be most relevant for further development.

To examine this issue in a specific organizational context, this thesis is conducted in collaboration with VAROPreem, a large multi national downstream energy producer. VARO Energy and Preem merged into VAROPreem at the start of the collaboration. Previous research has emphasized the potential of generative AI in marketing, but less is known about how this potential can be realized within organizations that differ in terms of workflows, culture, employee capabilities, and strategic priorities. VAROPreem therefore provides a relevant empirical context for studying how organization-specific conditions can influence the implementation and further development of generative AI in marketing-related processes.

In this context, VAROPreem has already started to explore and use generative AI within parts of its organization. However, it is not yet clear which parts of the VAROPreem's marketing processes are most suitable for further implementation, or which organizational conditions can enable or limit this development. This study therefore focuses on identifying factors that influence further implementation and on exploring which areas are most relevant for future development.

1.1 Problem statement

Although VAROPreem has already started to explore and use generative AI, it remains unclear how the technology can be further implemented within its marketing-related processes. The challenge is not only to identify possible areas of application, but also to understand which organizational factors shape its continued development. Therefore, this thesis addresses the need to examine the conditions within VAROPreem that can enable or limit further implementation, and to identify which areas are most relevant to prioritize in the continued development of generative AI.

1.2 Purpose and Research Questions

The purpose of this thesis is to examine how generative AI can be further implemented within marketing-related processes of a large downstream energy organization by identifying organizational factors that enable or limit implementation.

This means that the study will analyze how conditions within the organization, such as workflows, employee capabilities, culture, strategic priorities, and existing marketing processes, shape the continued development of generative AI. The study will also identify which areas of the marketing processes are most relevant to prioritize in order to support future implementation.

To guide the study, following research questions will guide the study in order to build an understanding of the organization's internal culture workflows and conditions.

R.Q.1: How are Generative AI tools currently used in marketing-related workflows and activities within a large downstream energy organization?

R.Q.2: What organizational factors support or limit the use of Generative AI in marketing-related workflows at a large downstream energy organization?

R.Q.3: In which areas of marketing workflows and daily work practices can Generative AI be further integrated within a downstream energy organization?

1.3 Delimitations

The study focuses on the organizational use and implementation of Generative AI in marketing related work within a large organization. The main focus is on workflows, daily work processes, and organizational conditions that influence how Generative AI is used and integrated into marketing related activities. The study therefore understands marketing mainly as an operational and organizational work environment, rather than from a marketing theory perspective. The effects of the merger on internal work practices are outside the scope of this study.

1.4 Relevance of the study

This study is relevant because generative AI is increasingly being used in organizational and marketing-related work, while its implementation remains dependent on the specific conditions of each organization. Previous research has shown that generative AI can be used for activities such as content creation, personalization, customer communication, and productivity, but there is still a need to better understand how organizational factors shape its further implementation in specific contexts.

From an academic perspective, the study contributes by examining how organization-specific factors influence the implementation of generative AI within marketing processes. From a practical perspective, the study can support VAROPreem by identifying areas where generative AI can be further implemented and by highlighting factors that can enable or constrain future development.

2. Background

2.1 Intro to marketing as an organizational work environment

Marketing within large organizations consists of a broad range of activities related to communication, branding, sales support, customer interaction, market insight, and the management of internal and external communication. Kotler et al. (2022) describe marketing as an organizational process concerned with creating, communicating, and delivering value. In large organizations, these activities are often carried out across multiple organizational levels, departments, and communication channels, including social media, websites, campaigns, employer branding, customer communication, and in both short and long term strategic initiatives. Marketing can therefore be understood as a cross functional organizational activity where communication, customer understanding, brand management, and value creation are connected across different parts of the organization (Chaffey & Ellis-Chadwick, 2019).

As Wendel and Kanan (2016) describes that digital marketing has expanded the role of data and continuous customer interaction within marketing work. As a result, marketing can be understood as both an information intensive and content intensive organizational environment. Large amounts of information are continuously collected and analyzed to be transformed into communication and branding. Marketing related work therefore involves a combination of analytical, strategic, administrative and creative processes. Internally, employees work with activities such as market analysis, information gathering, planning, and coordination between teams and departments. Externally, marketing activities may involve the production and distribution of text and visual material in campaigns both on social media and other communication channels across different platforms (Kotler et al. 2022).

Kotler et al (2022) describes that many of these activities are interconnected and dependent on maintaining consistency in tone and what's communicated and how the brand is represented, in every marketing activity such as long term campaigns or a social media post to internal communication. Marketing processes therefore consist not only of creative production, but also of workflows of coordination, analysis and operational work. Wedel and Kannan (2016) highlight that marketing has become a more data rich environment, requiring organizations to manage and interpret large amounts of information in order to support marketing decisions and activities. This makes marketing a relevant organizational environment for studying the implementation of AI.

2.2 Artificial Intelligence in Organizational Contexts

2.2.1 Introduction to Artificial Intelligence

Artificial intelligence (AI) is a concept that lacks a universally accepted definition, resulting in different interpretations depending on the perspective and stage of technological development. A widely cited definition describes AI as a field concerned with creating intelligent models capable of perceiving their environment, reasoning about available

information, and taking actions to achieve specific goals (Russell & Norvig, 2020). Over time, AI has evolved from early symbolic systems based on predefined rules toward increasingly data-driven approaches that learn from large amounts of data (Haenlein & Kaplan, 2019).

The growing availability of digital data and advances in computational capabilities have contributed to the widespread adoption of AI across industries and organizational functions. In organizational contexts, AI is particularly valuable for processing large volumes of data and transforming them into actionable insights that can support decision-making and operational efficiency (Duan et al., 2019). However, AI should not only be understood as a technological capability. Rather, its role and impact need to be considered in relation to human work, where AI and human actors increasingly interact and complement one another (Jarrahi, 2018).

The rapid development of AI technologies have also contributed to the emergence of generative artificial intelligence (Gen AI). This technology differs from earlier AI systems by not only analyzing and predicting based on existing data, but also generating new outputs such as text, visual content and other forms of content. Feuerriegel et al. (2024) describe Generative AI as systems capable of generating new material based on patterns learned from large amounts of data. This development has increased organizational interest in how Gen AI technologies can be integrated into existing workflows and operational processes. At the same time, the development of generative AI has highlighted limitations related to data quality, contextual understanding, and organizational implementation. These limitations can create challenges when AI systems reproduce bias, errors, or misleading patterns from the data on which they are trained (Al-Kfairy et al., 2024). Understanding the broader development and organizational implications of AI is therefore important in order to understand how generative AI tools may be used and integrated within organizational work environments.

2.2.2 The Development of Artificial Intelligence and Generative AI

The development of artificial intelligence has progressed through several stages, from early rule based systems to more advanced forms of machine learning and deep learning. Haenlein and Kaplan (2019) describe this development as a movement from earlier symbolic and rule based approaches toward increasingly advanced systems shaped by data availability, computing power and algorithmic development. Earlier AI systems were primarily designed to follow predefined rules and perform specific analytical or automated tasks. As computing power and data availability capabilities developed, AI systems became increasingly capable of identifying patterns and improving outputs through learning processes. Janiesch et al (2021) explain that machine learning and deep learning have become central to this development because they allow systems to identify relationships in data and improve performance through training. This development contributed to the emergence of machine learning, where systems are trained on large datasets in order to recognize relationships, generate predictions, and process increasingly complex forms of information. Later, deep

learning further developed these capabilities through the use of neural networks, allowing AI systems to process more complex data and identify patterns with greater accuracy (Janiesch et al., 2021).

Generative AI represents a more recent development within the broader AI landscape. While Bandi et al (2023) describe generative AI through its models, input-output formats, evaluation challenges, and application possibilities. As a result, generative AI has expanded the potential organizational applications of AI technologies beyond analytical support and automation into areas involving communication, content creation, and workflow-related activities. This is particularly relevant in marketing, where Kshetri et al. (2024) argue that generative AI can support content creation, personalization, customer communication, and marketing productivity. Since generative AI can reproduce bias, errors, or misleading patterns from its training data (Al-Kfairy et al., 2024), these limitations become particularly relevant in marketing, where inaccurate outputs can affect customer communication, brand representation, and content quality.

2.2.3 Organizational Implications of Artificial Intelligence

The increasing integration of artificial intelligence into organizational environments has influenced how information is processed, how workflows are structured and how operational activities are carried out across different functions and departments. Duan et al (2019) highlight that AI can support organizations through automation, analytical support, and information processing. Jarrahi (2018) further argues that the future role of AI in organizations should be understood through human AI symbiosis, where AI supports and complements human capabilities rather than fully replace human judgment in organizational decision-making. As a result, organizations are increasingly exploring how AI can be integrated into existing workflows in ways that improve efficiency and support organizational processes.

At the same time, the organizational implementation of AI involves more than simply introducing new technological tools. AI is sociotechnically entangled with organizational values, practices, and human decision making. Al-Kfairy (2025) argues that the strategic integration of generative AI in organizations requires attention to adoption requirements, organizational readiness, and implementation challenges. The practical use of AI technologies is therefore often dependent on existing workflows and organizational structures, for human interaction, employee adoption and managerial support. Consequently, understanding AI from an organizational perspective involves not only understanding the capabilities of the technology itself, but also understanding how such technologies interact with organizational work environments, processes, and human activities.

3. A theoretical framework

This study approaches Generative AI from a sociotechnical perspective, drawing on Bostrom and Heinen's (1977) understanding of information systems as embedded in interacting social and technical subsystems. From this perspective, organizational implementation is understood as dependent on the interaction between technological conditions, organizational processes, and human activities.

To examine these interactions, the study applies the People-Process-Technology (PPT) framework, which originates from Leavitt's (1964) diamond model. The model describes a framework which creates an understanding of organizational improvement through the interaction between people, processes, and technology. Rather than viewing these dimensions separately, the framework emphasizes how organizational outcomes are shaped through the alignment and interaction between people, workflows, and technology. Akbarighatar et al. (2023) further apply a maturity perspective within AI-integration which can be extended to the people, process, and technology framework. In order to assess maturity levels in technology implementation, the maturity perspective illustrates how the PPT dimensions can be applied to evaluate organizational readiness and identify areas for development. Through this framework, the study examines how organizational conditions related to employees, workflows, and technological capabilities influence the implementation and operational use of Generative AI. In this study, maturity is not treated as a separate framework, but as a cross-dimensional analytical lens integrated into the PPT framework. Organizational maturity is therefore used to assess how developed the people, process, and technology dimensions are in supporting implementation readiness and operational integration (Akbarighatar et al. 2023).

3.1 People Dimension

The People dimension in PPT refers to the human and organizational factors that influence implementation such as attitude, technological understanding (Prodan et al., 2015). Within sociotechnical systems and the PPT framework, employees are not viewed as passive users of technology, but as active participants influencing how technological systems are adopted, interpreted, and integrated into organizational workflows (Bostrom & Heinen, 1977). Consequently, the implementation of Generative AI is dependent not only on technological capabilities, but also on how employees understand, accept and trust the interaction with AI-supported systems in practice (Afroogh et al., 2024).

As organizations introduce Generative AI into operational environments, employees are increasingly required to adapt to new ways of working, interacting with information systems, and performing organizational activities (Dwivedi et al., 2023). This makes employee related factors such as competence, trust, and attitudes toward Gen AI particularly relevant for understanding implementation outcomes. Organizational resistance, uncertainty, or lack of understanding may limit the operational use of AI systems, even in situations where technological infrastructure and organizational processes are in place. However, positive

attitudes, technological competence, and organizational support may increase the likelihood of successful implementation and operational integration (Al-Kfairy, 2025).

3.1.1 Technology Acceptance and Organizational Adoption

The Technology Acceptance Model (TAM), developed by Davis (1989), explains technology acceptance through two central factors, perceived usefulness and perceived ease of use. Perceived usefulness refers to whether users believe that a system will improve their work performance, while perceived ease of use refers to whether the system is perceived as free of effort (Davis, 1989). In organizational environments, employees are therefore more likely to adopt and integrate technologies into their work practices if the technology is perceived as beneficial, understandable, and supportive of existing operational activities. Within the context of Generative AI, this perspective becomes relevant as employees may experience uncertainty regarding how AI systems should be used, how reliable outputs are, and how AI may influence existing work practices and professional roles (Davis, 1989; Dwivedi et al., 2023).

However, the implementation of Generative AI differs from many traditional organizational technologies due to the technology's dynamic and generative nature. Unlike static software systems designed for predefined tasks, Generative AI systems produce outputs based on probabilistic predictions and large amounts of training data (Feuerriegel et al., 2024). As a result, employees are often required to evaluate, interpret, and validate AI generated outputs rather than simply operating within fixed technological structures (Huang et al., 2025). This increases the importance of employee's understanding and competence about technological capabilities affecting trust in relation to AI systems (Afroogh et al., 2024).

3.1.2 Trust, competences och AI Literacy

Trust is an important factor influencing how employees interact with Generative AI within organizational environments. Afroogh et al. (2024) emphasize that trust in AI is shaped by factors such as reliability, transparency and explainability for evaluation of the output and how the user experience is perceived. Organizational trust in AI may therefore be influenced by whether employees perceive AI generated outputs as reliable, understandable and useful within their work context. Challenges associated with hallucinations, inaccurate information, bias and lack of explainability may reduce employee trust and create uncertainty regarding when and how AI-generated outputs can be operationally relied upon (Huang et al., 2025).

At the same time, trust is closely connected to AI literacy within the organization. Employees require a certain level of understanding regarding both the capabilities and limitations of Generative AI in order to use the technology effectively within operational workflows (Al-Kfairy, 2025). AI literacy refers not only to technical understanding, but also to the ability to critically evaluate outputs, understand contextual limitations, and determine when human judgment remains necessary (Al-Kfairy, 2025). Users may be hesitant to rely on algorithmic systems due to a perceived lack of control and skepticism about the AI's ability to learn from its mistakes. This reluctance can persist even when such systems offer substantial

benefits and support (Mahmud et al., 2022). This becomes relevant for Generative AI implementation because uncertainty, lack of understanding, or low trust may affect whether employees are willing to adopt AI-supported outputs into their work. From an organizational perspective, competence development and employee understanding therefore become important conditions for operational integration and long-term implementation success (Mahmud et al., 2022; Al-Kfairy, 2025).

3.1.3 Organizational Readiness and Adaptation

Organizational readiness refers to the extent to which employees and organizational structures are prepared to support technological change and integrate new systems into operational activities (Akbarighatar et al., 2023). The implementation of Generative AI may therefore require broader organizational adaptation beyond individual technology usage. Akbarighatar et al., (2023) emphasize that people-related maturity is an important condition for successful technology implementation, as implementation depends on the skills, engagement, and attitude of the organization's members.

Within marketing related environments, where workflows are often characterized by communication intensive and collaborative activities, employee adaptation becomes particularly important. The integration of Generative AI may influence how content is produced, how communication is coordinated and how operational activities are distributed between employees and AI-supported systems. As a result, organizational implementation is not only dependent on whether employees can use AI systems, but also on whether employees are willing to integrate AI into existing workflows and adapt operational practices accordingly (Davis, 1989).

From this perspective, the People dimension provides a framework for understanding how human and organizational factors influence the operational use and future implementation of Generative AI. Employee attitudes, competence, trust, and organizational readiness may therefore function both as enabling conditions and as barriers influencing the integration of Gen AI within organizational environments.

3.2 Marketing Process Dimension

Within the PPT framework, the Process dimension refers to the structured and recurring activities through which organizational work is planned, coordinated, executed and evaluated (Prodan et al., 2015). The implementation of Generative AI is not only dependent on employee adoption or technological infrastructure, but also on how the technology can be integrated into existing workflows and operational practices.

Within marketing related environments, organizational processes are often characterized by a high information flow in the content production and analytical activities carried out across multiple organizational functions and communication channels. These workflows may include activities such as campaign planning, market analysis, content creation, coordination between departments and approval processes. Although individual activities may differ in

complexity and purpose, many processes are interconnected and dependent on maintaining consistency in communication, branding, and operational execution (Kotler et al 2024).

From an implementation perspective, Generative AI may influence both individual tasks and broader organizational workflows. Rather than functioning as an isolated technological tool, AI becomes integrated into operational activities where employees interact with systems throughout different stages of the work process (Jarrahi, 2018). Davenport and Ronanki (2018) distinguish between different organizational applications of AI, including process automation, cognitive insight, and cognitive engagement. Process automation refers to situations where AI can take over and perform specific tasks with limited human involvement. Insights refer to the use of machine learning to identify patterns, trends, and relationships in large datasets. Engagement refers to interactive AI applications that can communicate with users or generate material, such as text, images, or other forms of content. This distinction is relevant because Generative AI may support both repetitive operational tasks and more knowledge intensive activities involving communication, interpretation, and content related work. As a result, the effectiveness of implementation is dependent on how well technologies align with existing workflows, communication practices, and organizational structures (Al-Kfairy, 2025).

Processes that are unclear, highly fragmented, or dependent on tacit human knowledge may create challenges for AI integration, while more structured and repetitive workflows may provide stronger conditions for operational implementation. The process dimension therefore helps identify whether existing workflows create conditions that enable or limit the operational use of generative AI.

3.2.1 Automation and Augmentation of Generative AI into processes

Understanding whether workflows enable or limit AI integration becomes important when examining the organizational role of Generative AI within workflows. This is important because generative AI does not influence all workflows in the same way. In some cases, the technology may be used for automation, where AI supports or performs repetitive and standardized tasks with limited human involvement. Certain operational activities may be more suitable for AI-supported automation, particularly tasks involving repetitive content production, information retrieval or standardized communication outputs (Feuerriegel et al., 2024). Other activities may instead require augmentation, where AI functions as a support system assisting employees rather than replacing human involvement, as AI complements human judgment and analytical capacity rather than replacing human decision-making (Jarrahi, 2018). Within this context, Generative AI may contribute to workflows by increasing efficiency, supporting analytical work, or assisting with content-related activities while still requiring human oversight, interpretation, and contextual decision-making (Dwivedi et al., 2023).

The distinction between automation and augmentation is therefore relevant for understanding how organizations operationally integrate Generative AI into existing processes. Automation

refers to situations where AI systems replace or independently perform organizational activities with limited human involvement, while augmentation refers to situations where AI systems support and enhance human work processes without fully replacing human participation (Jarrahi, 2018). Within marketing related environments, augmentation may be particularly relevant as many activities remain dependent on human interpretation, contextual understanding and organizational communication strategies.

3.2.2 Coordination, Communication, and Process Dependency

Marketing related workflows are often dependent on coordination between multiple organizational functions, teams, and communication channels. Organizational processes may therefore involve collaboration between departments responsible for branding, communication, analytics, digital platforms, customer engagement, and strategic planning (Kotler et al 2022). As a result, workflow integration is not limited to isolated tasks, but is connected to broader organizational structures and communication practices.

The implementation of Generative AI introduces new organizational conditions related to information processing, content production, workflow coordination, and quality assurance. Previous research emphasizes that the integration of AI into operational environments is closely connected to organizational structures, validation processes, and the interaction between human and AI supported activities (Dwivedi et al., 2023). Consequently, organizational implementation is often dependent on how existing workflows support coordination, review practices, operational integration, and the management of AI-generated outputs within organizational processes (Al-Kfairy, 2025).

From this perspective, the Process dimension provides a framework for understanding how workflows, communication structures, and operational activities shape the organizational conditions for implementing and integrating Generative AI within marketing related environments.

3.3 Technological dimension: requirements and constraints

In line with the PPT framework, the Technology dimension refers to the technological tools, systems, infrastructure, and information environments required to support implementation and operational functionality (Prodan et al., 2015). Within this study, technology is therefore understood not only as the AI system itself, but also as the broader technical and informational environment supporting organizational use, integration, and operational functionality. Akbarighatar et al. (2023) emphasize that technology maturity involves the extent to which technological tools, systems, and infrastructures are sufficiently developed and integrated to support implementation. From this perspective, the implementation of Generative AI is dependent on how technological capabilities and infrastructural conditions fit the organizational information environments and how it interacts with existing workflows and operational practices.

3.3.1 Infrastructure, Integration, and Data Dependency

The implementation of Generative AI within organizational environments is dependent on technological infrastructure capable of supporting integration between AI systems and existing organizational platforms, workflows, and information systems (Al-Kfairy, 2025). This includes aspects such as system compatibility, access to organizational data, governance structures, digital platforms, communication systems, and the management of internal information flows. In large organizations, where operational activities are often distributed across multiple departments and systems, fragmented technological environments may create barriers for effective AI integration and operational consistency (Feuerriegel, 2024).

Generative AI systems are also highly dependent on access to relevant and contextually accurate organizational data. Unlike traditional information systems operating through predefined logic, Generative AI systems generate outputs based on patterns and relationships identified within available data environments (Feuerriegel et al., 2024). As a result, inaccurate, fragmented, outdated or even poorly structured data may influence the quality and reliability of generated outputs. This creates organizational dependencies between AI systems and broader data management practices, where technological implementation becomes connected to issues related to governance, accessibility, contextual relevance, and organizational information quality (Al-Kfairy, 2025).

Within organizational environments, this dependency on contextual and operationally relevant information becomes particularly important in communication intensive activities such as marketing related workflows. AI-generated outputs often require access to organizational context, communication structures, branding guidelines, historical information, and operationally relevant knowledge in order to generate outputs aligned with organizational expectations and communication practices (Feuerriegel et al., 2024; Al-Kfairy, 2025).

3.3.2 Reliability, Explainability, and Technological Limitations

Despite the increasing capabilities associated with Generative AI, the technology also introduces organizational challenges related to reliability, transparency, and explainability. Explainability refers to the ability to understand, interpret, or trace how AI systems produce outputs, and Adadi and Berrada (2018) describe explainability as a central issue when users need to understand, trust, or validate AI systems. Unlike traditional rule based systems where outputs can often be traced through predefined logic, Generative AI systems operate through probabilistic generation processes that may lack clear explainability regarding how outputs and conclusions are produced (Feuerriegel et al., 2024). This creates what is commonly described as the black box problem, where organizations may experience difficulties understanding, tracing, or validating the reasoning behind AI-generated outputs (Adadi & Berrada, 2018).

As Huang et al., 2025 emphasizes that within organizational environments, these limitations become particularly relevant when AI generated outputs influence communication, reporting,

analytical activities, or externally distributed material. Hallucinations refer to cases where large language models generate outputs that appear plausible but are factually incorrect, fabricated or not supported by input data. Huang et al. (2025) show that hallucinations remain a central limitation of large language models, as generated outputs may appear credible while containing inaccurate or fabricated information. In addition, bias present within training data may influence generated outputs and contribute to inconsistencies, misrepresentation, or unreliable communication (Dwivedi et al., 2023). As a result, organizational use of Generative AI often remains dependent on human validation, oversight, and contextual evaluation in order to ensure operational reliability and communication quality (Huang et al., 2025).

These technological limitations also influence broader organizational conditions related to trust, governance, and operational integration. Employees interacting with AI supported systems may require mechanisms for validation, review, and quality assurance in order to integrate AI-generated outputs into organizational workflows (Adadi & Berrada, 2018). Consequently, the implementation of Generative AI involves not only technological adoption, but also the establishment of organizational structures capable of managing uncertainty, evaluating AI-generated outputs, and balancing automation with human oversight (Al-Kfairy, 2025).

From this perspective, the Technology dimension provides a framework for understanding how infrastructural conditions, technological capabilities, data environments, and AI-related limitations influence the organizational implementation and operational integration of Generative AI. The dimension therefore highlights that successful implementation is dependent not only on access to AI technologies, but also on the organizational ability to support, integrate, govern, and operationally manage AI within existing informational and technological environments (Akbarighatar et al., 2023; Al-Kfairy, 2025).

3.4 Organizational Maturity within the PPT Framework

Organizational maturity refers to the extent to which organizational capabilities, structures, and practices are sufficiently developed to support implementation and continuous improvement. In the context of technology implementation, maturity is viewed as the degree to which the People, Process, and Technology (PPT) dimensions collectively enable implementation readiness.

While the PPT framework provides a useful structure for analysing organizational conditions relevant to the implementation of generative AI, it does not in itself capture the extent to which these conditions are aligned or capable of supporting operational integration and future scalability. To address this limitation, this study adopts an organizational maturity perspective as an analytical lens embedded within the PPT framework.

In this study, maturity is not understood as a separate construct, nor as the isolated development level of each individual PPT dimension. Instead, it is conceptualized as the

alignment between the dimensions and the degree to which they are mutually reinforcing (Akbarighatar et al., 2023). From a sociotechnical perspective, this implies that implementation capability emerges from the interaction between human, organizational, and technological elements rather than from any single dimension in isolation.

Accordingly, implementation maturity depends on how AI literacy, and organizational trust (People) align with workflow design, coordination mechanisms, and structural processes (Process), as well as with technological infrastructure, data availability, and system integration (Technology). These elements are inherently interconnected, meaning that strengths in one dimension may be constrained by weaknesses in another. For instance, advanced technological capabilities may have limited impact if employees lack sufficient readiness, or if organizational processes are not designed to support AI-enabled workflows.

The combined PPT and maturity perspective therefore serves as the primary analytical framework of this study. It is used to structure and interpret empirical findings regarding the current use of generative AI in marketing-related contexts, the organizational conditions shaping implementation, and areas requiring further development. In particular, the framework enables the identification of both enabling and constraining factors within each PPT dimension, as well as tensions and misalignments between dimensions.

These interdependencies are operationalized as three core tension areas between People-Process, Process-Technology, and People-Technology. The identification of such tensions makes it possible to assess not only the current state of maturity, but also where future implementation capability may emerge or where strengthening of a specific dimension is required. The relationship between People, Process, Technology, and organizational maturity is illustrated in Figure 1.

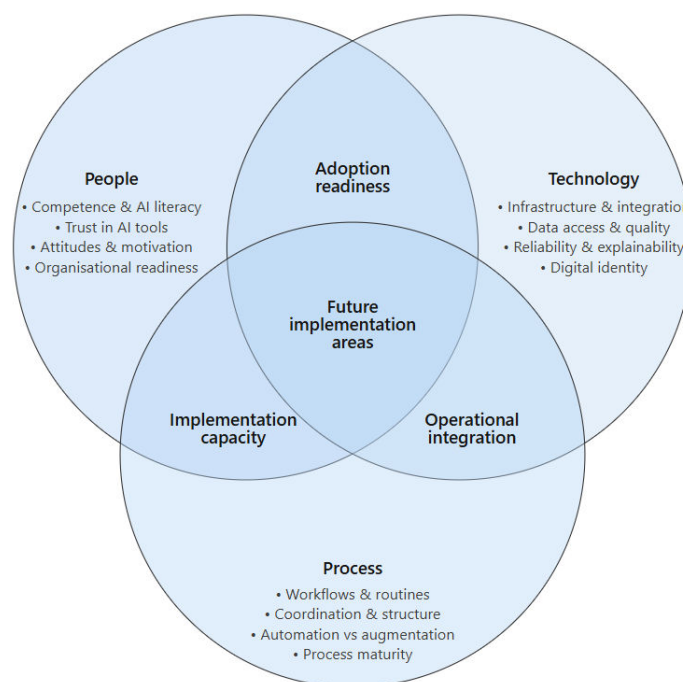


Figure 1: A venn diagram of PPT dimensions and the different cross.

4. Methodology

This chapter presents the methodological approach applied in the study and describes the methods used for data collection and analysis. The chapter begins by introducing the qualitative research approach and the methodological choices made in relation to the purpose of the study. Furthermore, the chapter describes how the organization can be seen as a case, the use of semi-structured interviews, the selection of respondents, ethical considerations, and the process of analyzing the empirical material. Finally, the chapter discusses methodological limitations, trustworthiness, and considerations related to the interpretation of the findings.

4.1 Qualitative research study

Research studies can be conducted through a variety of methodological approaches depending on the purpose of the study and the nature of the phenomenon being investigated. According to Bryman (2016), qualitative research is particularly suitable for studies aiming to explore social processes, organizational environments, and the perspectives of individuals within specific contexts. Rather than focusing on numerical measurement and statistical generalization, qualitative research emphasizes understanding, interpretation, and contextual insight. Bryman et al. (2024) further argue that qualitative research enables researchers to gain a deeper understanding of how individuals perceive, interpret, and respond to organizational processes and changes within their workplace.

A qualitative research strategy was therefore chosen as appropriate for this study due to its focus on understanding how Generative AI is currently used within organizational workflows and how organizational conditions may influence future implementation possibilities. The study aims to explore employee experiences, operational marketing processes, implementation related challenges, and organizational perspectives surrounding the integration of Generative AI within marketing-related activities. Since these organizational conditions are closely connected to human experiences, communication structures, workflows, and contextual organizational factors, the qualitative approach provides opportunities to capture perspectives and organizational dynamics that may be difficult to identify through quantitative methods alone (Clark et al., 2021).

An alternative methodological approach would have been to conduct a quantitative study based on numerical data and statistical analysis. Quantitative methods are often associated with structured measurement, statistical relationships, and broader generalization across larger populations (Bryman, 2016). Such an approach could potentially have measured factors such as AI usage frequency, employee adoption rates, or attitudes toward AI through standardized surveys. However, Yin (2016) argues that qualitative approaches are particularly valuable when examining contemporary organizational phenomena within real life contexts where processes, interactions, and contextual conditions are central to the study. Since the purpose of this study is to understand workflows, implementation processes, and organizational conditions surrounding Generative AI rather than establish statistical relationships between variables, a qualitative approach was considered more appropriate.

Although the study primarily applies a qualitative research approach, it can also be understood as a qualitative case study of AI implementation within a specific organizational context. AI implementation does not occur in the same way across all organizations, as implementation processes are shaped by organizational structures, workflows, technological conditions, employee competencies, and strategic priorities. The studied organization is therefore treated as a case through which organizational conditions influencing the implementation and increased use of Generative AI can be examined. According to Yin (2016), case studies are particularly useful when examining ongoing developments in contexts where the boundaries between the phenomenon and its environment are difficult to distinguish. This perspective is relevant for the present study, as the implementation and operational use of Generative AI are closely connected to organizational structures, employee practices, workflows, and technological conditions within the studied organization.

While the study is connected to an existing theoretical framework, the purpose is not to test theory through predetermined hypotheses. Instead, the theoretical framework functions as an analytical structure used to guide the interpretation and organization of the empirical findings. Clark et al. (2021) describe this type of approach as useful in studies where theoretical perspectives support the identification and interpretation of patterns emerging from empirical material. This allows the study to remain theoretically grounded while maintaining an exploratory approach toward how Generative AI is used and understood within the studied marketing environment.

4.2 Semi-Structured Interviews

Interviews are commonly used within qualitative research to explore experiences, organizational processes, and individual perspectives in greater depth (Bryman, 2016). Since the present study focuses on workflows, implementation processes, and employee perspectives related to Generative AI, interviews were chosen as an appropriate method for collecting empirical data. According to Yin (2016), qualitative interviews are useful when studying current organizational developments within real organizational settings.

Different interview approaches may influence both the structure of the conversation and the type of empirical material collected. Structured interviews are based on predetermined and standardized questions, which may support comparability between respondents but can also limit opportunities to explore organizational experiences and unexpected perspectives in greater depth (Bryman, 2016). In contrast, unstructured interviews provide a more open conversational format, allowing respondents greater freedom to shape the discussion. However, this may increase the risk of conversations drifting away from the primary focus of the study and create difficulties when comparing responses between participants. (Bryman, 2016).

To balance structure and flexibility, this study applies semi structured interviews as the primary method for data collection. Bryman (2016) describes semi structured interviews as

interviews where predefined themes and guiding questions are combined with the flexibility to ask follow-up questions and further explore topics emerging during the conversation. Semi-structured interviews are therefore useful when the researcher seeks comparability across interviews while still allowing respondents to elaborate on experiences and emerging themes (Bryman, 2016). This approach was considered relevant for this study, as respondents possessed different experiences and perspectives related to marketing workflows, AI implementation, and organizational processes. The semi-structured format therefore created opportunities to both maintain consistency between interviews and allow respondents to elaborate on operational experiences, implementation-related challenges, and organizational perspectives relevant to the purpose of the study.

The semi-structured format also supported an iterative interview process where insights identified during earlier interviews could be explored further in subsequent interviews. This created opportunities to capture both predefined topics and new organizational perspectives emerging throughout the data collection process.

4.2.1 Choosing respondents

The selection of respondents is an important aspect of qualitative research, as the relevance and quality of the empirical material are closely connected to the experiences and knowledge of the participants included in the study (Bryman, 2016). Since the purpose of this study is to examine how Generative AI is currently used within marketing environments and identify organizational conditions influencing future implementation, respondents were selected based on their involvement in different areas of the marketing environment and their connection to AI-related workflows, processes, and implementation activities. This aligns with the study's unit of analysis, which is the marketing team as a whole. The focus is therefore on overlapping themes and shared patterns across different employees, rather than on the workflow of one individual employee.

In total, 14 interviews were conducted, as can be seen in Table 1. Nine interviews were conducted with employees working within marketing, communication, and strategy-related functions. These respondents were selected because of their direct involvement in marketing related workflows and their ability to provide insight into current work practices, AI usage, and organizational conditions influencing future implementation. In addition, respondents with expertise related to AI implementation, digital transformation, and organizational technology integration were included in order to provide insight into how the organization currently approaches AI implementation and infrastructural integration. Internal expertise was prioritized to better understand the organization's operational environment, technical conditions, and organizational structures connected to AI implementation. The study also included an external researcher with expertise in artificial intelligence, marketing, and organizational implementation in order to contribute with a broader academic and implementation related perspective connected to the findings emerging from the organization.

Bryman et al. (2024) emphasize that qualitative studies benefit from including participants with varying experiences and organizational roles in order to capture a broader understanding of the phenomenon being studied. Respondents were therefore selected from different functions within the marketing department, including employees involved in communication, content production, workflows, and operational marketing activities. This was done to capture variations in day to day work practices, operational needs, and perspectives related to AI-supported workflows and processes.

The respondent selection process was primarily based on purposive sampling, where participants were selected due to their relevance to the purpose of the study (Bryman, 2016). In addition, elements of snowball sampling were applied throughout the interview process, where respondents recommended additional participants considered relevant based on their involvement in AI related workflows and implementation activities. According to Noy (2008), snowball sampling can be useful in qualitative studies where relevant knowledge is distributed through networks and where participants can help identify further information-rich respondents.

Table 1. A description of each interview and its corresponding respondent.

Titel	Date	Length	Competence area	Anonymization
Content Manager	27/4	60 min	Marketing	1
Branding and strategic manager	10/4	45 min	Marketing	2
Information security manager	22/4	30 min	Technology	3
Communications Manager	24/4	60 min	Marketing	4
HR Project & development mgr.	9/4	60 min	Implementation and strategy	5
Communications Manager	8/4	60 min	Marketing	6
Web Manager and SEO	28/4	60 min	Marketing	7
Social media manager	12/3	60 min	Marketing	8
Branding and communications	10/4	60 min	Marketing	9
Marketing and Communication Manager	11/3	60 min	Marketing	10
AI Lead & data scientist	13/3	30 min	Technology	11
Process and preformans manger	18/3	60 min	Technology and implementation	12
Customer marketing	24/4	30 min	Marketing	13
Researcher in AI och marketing	6/5	45 min	Technology and marketing	14

4.2.2 Interview preparation and data collection

Before conducting the interviews, interview guides were designed to cover themes relevant to the purpose of the study. According to Bryman (2016), interview guides are commonly used within semi structured interviews to ensure that relevant topics are consistently addressed while still allowing flexibility during the conversation. Since the study included respondents with different organizational roles and expertise, separate interview guides were developed for respondents working within operational marketing activities and respondents with expertise related to AI implementation and organizational integration.

The interview guides were designed to capture perspectives related to workflows, organizational processes, AI usage, and implementation related experiences connected to the purpose of the study. Throughout the interview process, additional follow up questions and discussion areas were incorporated as new organizational perspectives and themes emerged during earlier interviews. Bryman et al. (2024) emphasize that this flexibility is an important advantage within qualitative interviewing, as it allows the researcher to further explore patterns and insights emerging during the data collection process.

All interviews were conducted digitally. Digital interviews created practical advantages related to recording, accessibility and flexibility during the data collection process. At the same time, digital interviews may influence interaction, rapport, and the researcher's ability to observe non verbal communication compared to physical interviews (Khan & MacEachen, 2022). Most interviews with employees working in marketing, communication, and strategy lasted approximately 60 minutes, although a few interviews were shorter and lasted around 30 minutes. The expert interviews lasted approximately between 30 and 45 minutes.

With the consent of the participants, almost every interview was recorded and later transcribed to support the analysis process and ensure systematic review of the empirical material. The recordings were transcribed with the support of AI based transcription tools and were subsequently reviewed by the researcher to ensure that the material was suitable for analysis.

4.3 Data Analysis

From the following interviews, the recorded material was transcribed in order to support a systematic review of the empirical data. In three interviews, the recording was unavailable due to technical issues, and detailed notes taken during the interview were therefore used instead.

The analysis process was conducted in several steps. First, the interview material was reviewed in order to develop a descriptive understanding of how respondents described current AI use, marketing workflows, organizational challenges, technological conditions, and future implementation possibilities. This initial phase focused on identifying recurring statements and patterns in the material without immediately imposing the theoretical framework on the empirical presentation.

In the next phase, the empirical material was coded in line with Braun and Clarke's (2006) approach to thematic analysis, where patterns are identified and developed from smaller units of meaning into broader themes. In this study, the coding process began by identifying recurring meanings, statements, and patterns in the interview data. These initial codes were then interpreted through the People, Process, Technology framework in order to understand how the empirical material related to people-related, process-related, and technology-related conditions. The framework was not used to pre-structure the empirical findings, but rather to support the analytical interpretation of patterns that emerged from the data. This made it possible to examine how issues such as employee knowledge, attitudes, workflow structures, coordination, data availability, technological integration, and contextual support appeared across the empirical material.

In the final analytical phase, the focus moved from the individual PPT dimensions to the tensions and dependencies between them. The maturity perspective was used as a cross-dimensional lens to assess what appeared to be in place, what remained underdeveloped, and where organizational capabilities would need to be strengthened in order to support further implementation of generative AI in marketing workflows

4.4 Ethical considerations

Ethical considerations were considered throughout the study, particularly as the research involved interviews within an organizational environment where respondents discussed internal workflows, work practices, and experiences related to AI implementation. Within qualitative research, issues related to voluntary participation, informed consent, confidentiality, and the handling of empirical material are considered central ethical principles (Bryman, 2016).

Participation in the study was voluntary, and all respondents were informed about the purpose of the study, how the empirical material would be used, and their right to withdraw from the study at any stage of the interview process. Respondents were encouraged to speak openly about their experiences and perspectives without feeling pressured to provide organizationally favorable responses (Arifin, 2018).

Since the study includes discussions related to organizational processes and AI supported work practices, confidentiality and organizational sensitivity were important considerations throughout the research process. Interview recordings and transcribed material were handled securely and used solely for academic purposes connected to the present study. Attention was also given to creating an open interview environment where respondents could speak freely without concern for negative consequences within the organization.

To protect respondent confidentiality, respondents are not identified by name in the study. Instead, they are described through role or title based descriptions relevant to the purpose of

the study. This approach was used to provide sufficient contextual understanding while reducing the risk of identifying individual participants.

4.5 Trustworthiness of the study

Within qualitative research, the quality of a study is often discussed in relation to credibility, transferability, dependability, and confirmability rather than statistical validity and reliability (Bryman, 2016). Since the present study examines organizational processes and experiences related to Generative AI within a specific organizational environment, the findings should be understood within their organizational context rather than as statistically generalizable results.

To strengthen transparency, the analysis process has been described systematically throughout the study, including how empirical material was collected, organized, coded, and interpreted. Since qualitative analysis involves researcher interpretation, reflexivity was also considered throughout the analytical process. Awareness of personal preconceptions and analytical influence was therefore important during the interpretation and structuring of the empirical material.

The use of respondents from both operational marketing related roles and expert roles also contributed to a broader understanding of the phenomenon. By including perspectives from employees working with marketing, communication, and strategy, as well as respondents with expertise in AI development, implementation, and research, the study was able to compare operational experiences with broader implementation-related perspectives.

4.6 Method discussion

The qualitative research approach applied in this study created opportunities to develop a deeper understanding of organizational workflows, implementation processes, and employee perspectives related to the use of Generative AI within a real organizational environment. Through semi structured interviews, respondents were able to elaborate on operational experiences, implementation related challenges, and organizational conditions in ways that may have been difficult to capture through quantitative methods or standardized surveys.

At the same time, the study contains limitations connected to the chosen methodological approach. Since the study focuses on a single organizational environment, the findings should be understood as context-dependent rather than statistically generalizable. However, this limitation is also connected to the purpose of the study, as AI implementation is shaped by organizational conditions and therefore needs to be understood in relation to the specific environment in which it takes place.

In addition, interview based studies are influenced by respondent perspectives and individual interpretations, which may affect how organizational processes and AI usage are described during the interviews. The use of AI-supported transcription may also involve limitations, as

transcription tools can misinterpret words, concepts, or contextual meaning. To reduce this risk, the transcribed material was reviewed by the researcher before being used in the analysis.

Another limitation relates to the rapidly changing development of Generative AI technologies. Since AI-related tools and organizational implementation practices continue to evolve quickly, some organizational conditions identified during the study may change over time. However, the purpose of the study is not to produce universally generalizable conclusions, but rather to contribute with contextual understanding regarding how organizational conditions may influence the implementation and operational integration of Generative AI within marketing-related environments.

5. Results

This section presents a synthesized overview of the empirical findings from the interviews. The findings are organized thematically and reflect how respondents describe the current use, opportunities, and limitations of Generative AI in their work. Since Copilot is the main Generative AI tool available at VAROPreem, it is the tool respondents primarily refer to when discussing AI models.

5.1 Work Tasks and Current Work Practices

The respondents describe their work as multifaceted, combining strategic planning, operational execution, and continuous coordination across different functions. While roles differ significantly between respondents, a common pattern is that their work consists of both producing marketing-related content and enabling others to do so, often through collaboration, information handling, and decision-making processes

Several respondents emphasize that their work is largely shaped by strategic alignment and coordination rather than isolated task execution. Respondent 13 describes a role centered on overseeing communication efforts, ensuring consistency across initiatives, and maintaining a coherent direction in marketing activities. Similarly, Respondent 4 explains that communication work involves translating organizational strategy into concrete actions, where content must be continuously adapted for different audiences and contexts. This highlights how strategic intent is operationalized through daily work practices.

At the same time, multiple respondents underline the importance of information handling and analysis in their roles. Respondent 2 explains that a significant part of the work involves gathering and combining data from various sources in order to understand performance and guide future decisions. In a similar way, Respondent 14 describes organizational work more broadly as being heavily focused on processing information and transforming it into decision support. This suggests that across roles, the ability to structure and interpret information is a central component of everyday work. As one respondent expresses it:

“We gather data from different sources... to understand what works and what needs improvement” (Respondent 2).

A recurring theme across interviews is the extent to which work is meeting-intensive and reliant on coordination between different stakeholders. Several respondents describe their workdays as fragmented by meetings, follow-ups, and alignment activities. Respondent 13 highlights that much of the work consists of “very much meetings and syncs,” emphasizing both internal and external coordination. This is reinforced by Respondent 1, who describes working in a large organization where processes involve multiple actors, leading to increased need for communication and alignment.

This collaborative structure also affects how work is carried out, as tasks are often dependent on inputs from others. Respondent 6 describes a work environment where activities are

interconnected and require continuous coordination, particularly in projects involving communication and content production (Respondent 6). As a result, workflows are rarely linear and often evolve iteratively through dialogue and feedback. This is illustrated in the following statement:

“A lot of the time goes into discussions and coordination rather than just producing” (Respondent 1).

Content production emerges as another central element of work, particularly for respondents within marketing, communication, and branding roles. Respondent 8 describes a broad responsibility for social media that includes content creation, campaign planning, and audience interaction, highlighting the diversity of tasks within a single role. Similarly, Respondent 6 explains that much of the work involves producing and adapting content in different formats, often based on input from colleagues or other parts of the organization. Respondent 1 further illustrates the dual nature of such roles, combining both strategic and operational responsibilities. The respondent explains that their work involves not only producing content but also planning how it should be distributed and used across channels. This indicates that content work is not isolated but embedded within broader strategic and organizational processes.

However, the material also shows that content production is often associated with complex and time-consuming workflows. Respondent 10 describes how producing campaign material can involve several steps, including planning, coordination with external agencies, and multiple feedback rounds, which can extend over long periods of time. This illustrates how dependencies between actors contribute to longer lead times and increased complexity in daily work. As described:

“A campaign can take two to three months... with several stages and people involved” (Respondent 1).

5.2 AI Use: Areas of Application

Across the interviews, AI is described as being used in a wide range of work tasks, primarily as a support tool integrated into existing workflows rather than as a standalone solution. While the level of use varies between respondents, a common pattern is that AI is applied in tasks related to content creation, information processing, and analysis.

Several respondents describe how AI is frequently used in text-based tasks and content production. These uses often include generating drafts, improving wording, and structuring information. Respondent 4 explains that AI is used continuously in communication work, particularly for producing initial text drafts and summarizing material. Similarly, Respondent 8 describes using AI as a writing assistant to generate ideas, refine texts, and create content suggestions for social media.

This pattern is further reinforced by Respondent 6, who explains that AI is often used as a starting point in content creation, rather than beginning from scratch. The respondent describes how previous material can be used as input to generate new content structures. Respondents consistently describe AI as a support tool rather than a replacement for their work tasks, often referring to it as an assistant or sounding board in daily activities. In this context, AI is positioned as a productivity enhancing tool rather than a replacement for human work. As expressed by one respondent:

“AI gives you a first draft or a structure, but you always need to adjust it yourself” (Respondent 6).

In addition to content creation, AI is widely used for handling and processing information. Several respondents describe how AI supports activities such as summarizing documents, structuring information, and extracting key insights. Respondent 4 highlights that meeting summaries and transcription are particularly valuable use cases, as they reduce the time spent on documentation.

This is also reflected in the experiences of Respondent 1, who describes using AI to summarize meetings and create structured overviews of discussions, which helps maintain clarity in complex and meeting heavy workflows. Similarly, Respondent 8 expresses a need to further utilize AI for documentation and administrative follow-up, including meeting summaries and action plans (Respondent 8).

Together, these examples indicate that AI is frequently used to reduce cognitive and administrative load. As one respondent describes:

“It helps compress what was discussed and gives you a clearer output from longer meetings” (Respondent 1).

A third major area of application is analysis and data processing. Several respondents highlight the role of AI in supporting data-driven work, particularly in handling large amounts of information. Respondent 2 describes AI as having potential to assist in identifying patterns across multiple data sources and creating a better foundation for decision-making. Similarly, Respondent 7 explains that AI is used to structure and analyze data, for example by generating tables from statistics or organizing information from different sources. This contributes to making analytical work more efficient and allows more time to be spent on interpretation and decision-making. As described:

“AI helps process the data faster, so you can focus more on the creative and strategic parts” (Respondent 7).

Beyond operational tasks, AI is also described as a tool for idea generation and creative support. Multiple respondents refer to AI as a sounding board, suggesting that it plays a role in exploration and ideation rather than execution alone. Respondent 12 explicitly describes

AI as being positioned within the organization as *a colleague or a sounding board*, emphasizing its role as an interactive support system rather than an autonomous actor. This perspective is also visible in content-related roles, where AI is used to generate alternative ideas, suggest angles for communication, and explore different approaches. Respondent 8 highlights that AI is particularly useful in early-stage creative processes, where it can provide input that is later refined by the user.

Finally, several respondents describe more specific or advanced applications, including integration with internal systems and tailored AI solutions. Respondent 11 outlines how AI is used in the development of customized solutions, particularly through language models connected to internal data sources. These applications are more technically complex and focus on solving specific business problems, such as automating workflows or improving access to information.

At the same time, there are also examples of more contextualized AI usage within daily work. For instance, Respondent 8 describes using AI agents trained on organizational tone and brand identity to better align generated content with internal standards (Respondent 8). Similarly, Respondent 1 explains using AI with specific inputs and documents to produce more relevant outputs, rather than relying on generic prompts (Respondent 1).

5.3 Drivers and Motivations for AI Use

Across the empirical material, respondents describe several underlying motivations for using AI in their daily work. While usage patterns differ between roles, common drivers include efficiency, support in complex tasks, and the ability to improve or simplify existing workflows. At the same time, the motivation to use AI is closely tied to perceived usefulness in specific work contexts.

A central driver across respondents is the potential for increased efficiency and time savings. Many respondents describe AI as a tool that helps reduce the time required to complete tasks, particularly those involving repetitive or structured work. Respondent 7 explains that AI contributes to faster execution of routine tasks, which allows more time to be allocated to creative and strategic activities. Similarly, Respondent 8 highlights that administrative work such as documentation and reporting is time consuming, and that AI is used to streamline parts of this process.

This is reinforced by Respondent 6, who describes AI as a way to accelerate content production by providing a starting point for tasks that would otherwise require significant manual effort. In this context, AI reduces the need to begin from a blank page and instead supports faster progression through tasks. As one respondent explains:

“It helps you get started quicker instead of staring at an empty document”
(Respondent 6).

In addition to efficiency, respondents frequently describe AI as a form of cognitive support in complex or ambiguous tasks. This is particularly visible in work involving creativity,

communication, and information processing. Several respondents describe using AI as a sounding board, where it functions as an interactive partner that can generate ideas, suggest alternatives, or help structure thinking.

Respondent 12 explicitly frames AI in these terms, explaining that within the organization it is often presented as a *colleague or a sounding board*, emphasizing its role in supporting rather than replacing human work. This is further supported by Respondent 8, who describes using AI to generate ideas and explore different approaches to content creation.

In this context, the motivation to use AI is not only linked to efficiency but also to enhancing the quality of thinking and output. As one respondent describes:

“It gives you different angles and ideas you might not have thought of yourself”
(Respondent 8).

Another important driver is the ability of AI to support the handling and structuring of information. Several respondents describe challenges related to large volumes of information, dispersed data, or complex workflows. AI is often used to bring structure to such tasks, making them easier to manage and process.

Respondent 4 describes how AI is used to summarize large amounts of material and identify key points, which makes it easier to navigate complex information. Similarly, Respondent 1 explains that AI is used to compress meeting discussions and create clearer outputs, supporting understanding and follow-up. This indicates that AI is valued not only for speed, but also for reducing cognitive load in information-heavy work environments. As one respondent puts it:

“It helps turn a lot of scattered information into something more structured and usable” (Respondent 4).

The motivation to use AI is also closely connected to its role in improving quality and consistency in outputs. Several respondents describe using AI to refine texts, improve language, and ensure clarity in communication. Respondent 7 explains that AI is frequently used to improve wording and make content more precise. Similarly, Respondent 1 describes using AI to adjust tone and ensure that communication aligns with organizational standards.

In these cases, AI is not necessarily used to produce final outputs, but rather to enhance existing material. The motivation is therefore tied to increasing the quality of work rather than replacing human input. As described in one interview:

“You use it to make something better, not to be done with it” (Respondent 1).

At the same time, several respondents highlight that motivation to use AI is dependent on perceived relevance to their own work tasks. Respondent 13 notes that although there is general interest in AI, many employees have not yet identified a clear use case where it creates value in their specific role. This suggests that adoption is not driven solely by organizational initiatives, but also by individual understanding and experience of usefulness.

A similar perspective is expressed by Respondent 5, who emphasizes that engagement with AI increases when employees can see direct benefits in their everyday tasks. This highlights that motivation is closely linked to practical application rather than abstract potential. As one respondent explains:

“If you don’t see how it helps you in your own work, you won’t keep using it”
(Respondent 5).

Finally, some respondents describe motivation in terms of curiosity and the broader organizational push toward digitalization. Several respondents highlight that AI is perceived as an important future capability, which creates an incentive to explore and experiment with the technology. Respondent 12 describes how the organization actively encourages employees to test and experiment with AI tools in order to build familiarity and competence . However, this motivation is often described as secondary to direct usefulness. While curiosity can initiate usage, continued use is dependent on whether AI provides tangible value in daily work tasks (Respondent 12).

5.4 Trust and Limitations in AI Use

Although AI is widely used across respondents' work tasks, the empirical material shows that this use is consistently accompanied by a cautious approach. Respondents emphasize that AI is rarely relied upon without verification, and that its outputs are often treated as suggestions rather than final results. This indicates that trust in AI is conditional and closely tied to the nature of the task and the perceived risks involved. A common pattern across respondents is that AI outputs are always reviewed and validated before use. Several respondents stress that human oversight remains necessary, particularly in tasks where accuracy and correctness are important. Respondent 4 explains that while AI is useful for generating drafts and summaries, the results need to be checked since they are not always fully reliable. Similarly, Respondent 8 highlights that AI-generated content must always be reviewed, especially in external communication where incorrect or inappropriate output could have direct consequences. This stance is also reflected in how respondents describe their interaction with AI in daily work. Rather than relying on it as a source of truth, AI is positioned as a tool that requires active interpretation. As one respondent explains:

“You can’t fully rely on it, you always need to check what it gives you” (Respondent 8).

Closely related to this is the issue of output quality and inconsistency. Several respondents describe how AI can generate results that are either too generic, incorrect or not aligned with the intended task. Respondent 13 describes AI-generated content as often lacking depth and specificity, particularly in creative and branding-related work. Similarly, Respondent 6 explains that AI may include irrelevant or inaccurate information, which means that users must carefully review and adjust the output before it can be used. This limitation is also observed in more technical or structured contexts. Respondent 1 describes situations where AI struggles with relatively simple analytical tasks, such as processing structured data,

leading to frustration when the output becomes unnecessarily complicated (Respondent 1). These experiences highlight that while AI can be efficient, its performance is not consistently reliable across tasks. As one respondent expresses:

“Sometimes it gives you something that looks right, but isn’t actually correct”
(Respondent 6).

Another key aspect influencing trust is the lack of contextual understanding in AI outputs. Several respondents note that while AI can generate plausible responses, it often fails to fully understand the specific context in which it is applied. This is particularly evident in tasks involving branding, tone of voice, and communication with external audiences. Respondent 1 explains that AI-generated content often lacks a distinct “voice” and can feel generic or easily identifiable as AI-produced. Similarly, Respondent 4 highlights that AI has difficulties following organizational guidelines for visual identity and communication style. This suggests that trust is lower in tasks that require contextual sensitivity and nuanced understanding. This limitation becomes especially relevant in customer contexts. Respondent 7 and Respondent 8 both describe being cautious about using AI in direct communication, such as emails or responses to social media comments, where tone and interpretation are critical (Respondent 7; Respondent 8). As described by one respondent:

“In direct communication, you want it to feel personal, not generated” (Respondent 7).

Trust in AI is also shaped by awareness of underlying technical limitations, such as hallucinations and probabilistic outputs. From a more technical perspective, Respondent 11 emphasizes that AI models do not guarantee correctness, but instead generate the most statistically likely response. This makes it necessary to actively control and verify output, particularly in critical contexts. Similarly, Respondent 14 explains that AI performance is highly dependent on the quality of input and context, and that insufficient or unclear input increases the likelihood of misleading results. These perspectives highlight that trust is not only a user perception but also rooted in an understanding of how the technology functions.

In addition to output limitations, respondents also describe constraints related to data access, integration, and usability. Several respondents highlight that AI tools are not always fully integrated with existing systems, which limits their effectiveness in practice. Respondent 6 explains that data is often distributed across multiple systems, making it difficult for AI to be used effectively in analysis tasks. Similarly, Respondent 1 describes limitations in how AI tools handle larger datasets or files, where performance may decrease or outputs become less useful. These challenges suggest that trust is also influenced by how well AI fits into existing workflows and technical environments.

Security and data concerns further impact trust in AI usage. Respondent 3 highlights that risks are closely tied to what information is shared with AI systems, particularly when using external tools without organizational control. This creates a need for clear guidelines and

cautious handling of sensitive information. This perspective adds another layer to the concept of trust, as it extends beyond output quality to include concerns about data governance and organizational risk. As described in the interviews:

“The biggest risk is what you feed into the system” (Respondent 3).

Several respondents describe that trust in AI is still evolving and closely linked to experience and familiarity. While initial skepticism has decreased over time, many respondents indicate that trust develops gradually as users learn how to interact with the technology and understand its limitations. Respondent 4 and Respondent 12 both describe a shift from initial uncertainty to increased experimentation, although this does not imply unconditional trust. At the same time, some respondents highlight that unrealistic expectations can negatively impact trust. Respondent 5 explains that when users expect AI to deliver complete and accurate results instantly, dissatisfaction may arise when this is not the case. This suggests that trust is influenced not only by performance but also by how expectations are managed within the organization.

5.5 Changes in Work Practices with AI

The empirical material shows that the introduction of AI has led to noticeable changes in how work is performed, rather than replacing entire tasks. These changes are primarily related to how work is initiated, how tasks are carried out, and how time is distributed across different activities. A central change described by several respondents is a shift in how tasks are started and structured. Rather than beginning work from scratch, many respondents now initiate tasks by generating an initial output using AI, which is then refined and adapted. Respondent 6 explains that AI is often used as a starting point in content creation, allowing work to begin with a draft rather than an empty document. Similarly, Respondent 1 describes how AI-generated structures are used as a foundation that is further developed through manual input. This indicates a shift in work practices from creation toward iteration. As one respondent describes:

“You don’t start from zero anymore, you start from something and build on it”
(Respondent 1).

Another recurring change concerns how tasks are executed, particularly in text based and analytical work. Several respondents describe that their workflows now include an additional step of interacting with AI, where content, ideas, or structures are generated and then evaluated and modified. Respondent 4 explains that activities such as writing and information gathering often begin with AI-generated drafts that are adjusted to fit the specific context. Similarly, Respondent 7 describes incorporating AI into tasks such as text refinement and data handling, where outputs are used as a basis for further work rather than as final results. This suggests that AI has introduced a more iterative and interactive way of working, where human input and AI-generated output are combined throughout the process.

Respondents also describe a redistribution of effort across different parts of their work. While certain elements of tasks are completed more quickly with the help of AI, other parts, such as evaluation, adjustment, and decision-making remain central. As a result, work becomes less focused on producing initial material and more focused on refining, interpreting, and contextualizing outputs. Respondent 8 describes how time-consuming administrative tasks, such as documentation and reporting, can be partially supported by AI, which creates the opportunity to reallocate effort toward other activities. Respondent 7 explains that reduced time spent on repetitive tasks allows greater focus on more complex or strategic aspects of work. This shift is reflected in the following statement:

“It changes where you spend your time rather than removing the task completely”
(Respondent 7).

In addition to these changes, respondents highlight that AI enables a faster pace of iteration within tasks. Several respondents describe how they can generate multiple alternatives, test ideas, and explore different approaches more quickly than before. Respondent 8, for example, explains that AI allows for rapid generation of content variations, which supports more flexible and dynamic workflows. Respondent 12 follows, and describes how hands on use of AI encourages experimentation, enabling employees to test new ways of working and refine their approaches over time. Which reinforces the role of AI as a supporting component within existing workflows rather than a replacement for human work.

5.6 Challenges and Barriers

Despite the widespread use of AI across respondents’ work, the empirical material reveals several recurring challenges and barriers that affect how effectively the technology can be used in practice. These challenges relate to technical limitations, data availability, organizational structures, and user-related factors, and they collectively shape the extent to which AI can be integrated into daily work processes. One of the most frequently mentioned challenges concerns the quality and reliability of AI outputs. Several respondents describe situations where AI produces results that are incomplete, incorrect, or too generic to be directly usable. Respondent 13 explains that AI-generated content often lacks depth and specificity, particularly in more strategic or brand-sensitive contexts. Likewise, Respondent 6 highlights that AI may introduce inaccurate or irrelevant information, which requires careful review and correction before use. Which indicates this issue is not limited to creative work. Respondent 1 describes cases where AI struggles with structured data or relatively simple analytical tasks, sometimes producing outputs that are unnecessarily complex or difficult to interpret. These experiences create friction in workflows and reduce the perceived reliability of AI. As one respondent expresses:

“Sometimes it gives you something that sounds right but isn’t actually correct”
(Respondent 6).

Another major challenge relates to data availability and system integration. Several respondents emphasize that AI is highly dependent on access to relevant and well-structured data, which is not always available in practice. Respondent 11 explains that the primary difficulty in developing AI solutions often lies not in the model itself, but in accessing and integrating data across systems. This is reinforced by Respondent 6 who describes how data is often distributed across multiple platforms, making it difficult to use AI effectively in analysis tasks. This fragmentation limits the potential for automation and reduces the efficiency gains that AI could otherwise provide. Several respondents describe that the usefulness of AI is closely dependent on the availability of structured data and integration with existing systems, rather than the capability of the tools alone. In this context, AI is constrained not by its capabilities, but by the surrounding technical infrastructure. As described by one respondent:

“AI is only as good as the data you can give it” (Respondent 11).

Several respondents also highlight limitations related to how well AI tools integrate into existing workflows. While AI can be effective in isolated tasks, it is often not fully embedded within organizational systems, creating additional steps rather than seamless processes. Respondent 1 describes how certain tasks still require manual handling because AI tools are not sufficiently integrated into the systems used for daily work. Likewise, Respondent 4 notes that AI struggles to adapt to existing design templates and structured formats, making it less useful in tasks such as creating presentations or visually consistent material. These limitations reduce the practical usability of AI and can make manual work more efficient in some situations.

Organizational factors also emerge as significant barriers to AI usage. Several respondents describe how existing work structures and processes influence the extent to which AI can be utilized. Respondent 1 highlights how reliance on external actors, such as agencies and consultants, creates long and complex workflows, limiting opportunities to streamline processes internally. In addition, Respondent 5 and Respondent 12 describe variation in digital maturity across the organization, which affects adoption. Some employees are experienced users of digital tools, while others require more basic support, creating uneven usage patterns (Respondent 5; Respondent 12). Time constraints are also mentioned as a barrier. Respondent 5 explains that many employees perceive a lack of time to learn and experiment with new tools, which reduces adoption even when technical solutions are available. As expressed in one interview:

“People don’t always feel they have the time to learn something new” (Respondent 5).

Another important challenge concerns user competence and understanding of AI. Several respondents highlight that effective use of AI requires the ability to formulate clear instructions and interpret results critically. Respondent 1 describes prompting as a skill that requires practice, particularly when trying to translate complex ideas into instructions that AI can process. Similarly, Respondent 5 explains that unrealistic expectations can negatively

impact user experience. When users expect AI to deliver complete and accurate outputs without effort, they may become frustrated when results require refinement.

This indicates that the barrier is not only technological but also related to how users understand and interact with AI. As one respondent puts it:

“You need to know how to ask the right question to get something useful”
(Respondent 1).

Security and data-related concerns also represent a significant barrier in AI usage.

Respondent 3 emphasizes that risks are closely tied to the type of information shared with AI systems, particularly when using external services. Concerns include how data is stored, processed, and potentially accessed by third parties. This leads to restrictions on how AI can be used, especially when handling sensitive or internal information. As described:

“The biggest risk is what information is shared with the system” (Respondent 3).

Finally, several respondents highlight cultural and attitudinal barriers within the organization. While there is general interest and curiosity surrounding AI, not all employees are equally willing to adopt new ways of working. Respondent 13 explains that many employees have not yet experienced a clear “value moment” with AI, which limits their motivation to use it. Similarly, Respondent 1 describes how perceptions of AI, including concerns about job displacement or skepticism toward the technology, can influence adoption. This suggests that attitudes and beliefs play an important role in shaping how AI is incorporated into daily work practices.

5.7 Future Use and Desired AI Capabilities

Across the empirical material, respondents describe a clear interest in expanding the use of AI in their work, although this is often framed in terms of specific improvements rather than general transformation. The desired future use of AI is primarily linked to increased efficiency, better integration into workflows, and improved quality of outputs, particularly in areas where current tools are perceived as limited. A commonly expressed expectation is that AI should play a larger role in automating administrative and repetitive tasks. Several respondents highlight documentation, reporting, and follow-up activities as areas where AI could provide greater value. Respondent 8, for example, explains that tasks such as meeting summaries, action plans, and structured follow-ups are particularly time-consuming and could benefit from more advanced AI support. In addition, Respondent 6 describes a desire to automate parts of content reuse and campaign production, where existing material could be adapted across formats with minimal manual effort. These perspectives suggest that respondents see significant potential in reducing workload in tasks that are perceived as necessary but not value-creating. As one respondent expresses:

“A lot of time goes into documentation and follow-ups... that’s where AI could really help more” (Respondent 8).

Another recurring theme is the need for improved functionality and reliability in AI outputs. Several respondents emphasize that while AI is useful today, its limitations prevent broader adoption in more critical tasks. Respondent 13 highlights that AI-generated content currently lacks the quality required for high-level communication and branding, indicating a desire for more context-aware and nuanced outputs. Likewise, Respondent 6 points to limitations in creative work, where AI tools are not yet capable of producing finished material that meets organizational standards. This creates a gap between current usage as a support tool and the desired future state where AI can contribute more directly to final outputs. As described by one respondent:

“It works as support, but it’s not strong enough yet to replace parts of the process”
(Respondent 6).

Respondents also describe a strong need for better integration of AI into existing systems and workflows. Several interviews highlight that current tools are often used in isolation, requiring manual steps to transfer data and outputs between systems. Respondent 11 explains that for AI to deliver greater value, it needs to be more tightly connected to internal data and systems, enabling more context-aware and automated processes. Likewise, Respondent 6 emphasizes that fragmented data across systems limits the effectiveness of AI in analysis and decision-making tasks. This indicates that future expectations are closely tied to the development of more integrated and seamless solutions, rather than standalone tools.

Another desired development concerns the ability of AI to better understand context, tone, and organizational identity. Several respondents working with communication and branding emphasize that current AI outputs often lack the nuance required for external-facing material. Respondent 1 explains that AI-generated content frequently needs to be adjusted to match the organization’s tone of voice, suggesting that future tools should better incorporate contextual understanding. In addition, Respondent 4 highlights challenges in generating material that aligns with specific design templates and visual identity guidelines. These limitations point toward a demand for more specialized and customized AI solutions that can operate within defined organizational frameworks. This is reflected in the following statement:

“It needs to understand the context and the brand better to be fully useful”
(Respondent 1).

In addition to improvements in existing use cases, some respondents point toward more advanced future applications of AI. Respondent 12, for example, mentions the potential of AI agents that can perform multiple steps within workflows, suggesting a shift toward more autonomous systems. Similarly, Respondent 5 describes a future where AI is more deeply embedded in processes, requiring organizations to redesign workflows rather than simply adding AI on top of existing structures. These perspectives indicate that respondents are aware of more transformative possibilities, even if these are not yet realized in current practice.

Finally, several respondents emphasize that future use of AI is dependent on improvements in usability and accessibility. Respondent 12 explains that broader adoption requires tools to be intuitive and easy to use, particularly for employees with lower digital maturity. At the same time, Respondent 13 highlights that future adoption is closely linked to demonstrating clear value in everyday work tasks, suggesting that technological improvements alone are not sufficient. As expressed in an interview:

“People need to see clearly how it helps them in their own work” (Respondent 13).

5.8 Conditions for AI Implementation

The empirical material highlights that successful use and implementation of AI in the organization depends on a set of underlying conditions rather than the technology itself. Respondents consistently describe that factors such as organizational culture, competence, and individual attitudes play a central role in determining how AI is adopted and integrated into daily work. Respondents describe that effective use of AI requires access to relevant data and integration into existing workflows, indicating that technological functionality alone is not sufficient.

5.8.1 Organizational Culture

Several respondents emphasize that an open and supportive organizational culture is a key condition for successful AI implementation. A recurring theme is the importance of creating an environment where experimentation is encouraged and where employees feel comfortable exploring new tools without the risk of failure. Respondent 7 highlights that a *permissive culture* is essential, where employees are allowed to test and learn through experimentation rather than being restricted by rigid structures. Respondent 12 adds on and explains that hands-on engagement, such as workshops and interactive training sessions, creates opportunities for employees to explore AI in a practical and low-risk environment. This indicates that implementation is closely tied to how the organization enables learning in practice rather than simply introducing new tools. As one respondent describes:

“People need space to try it out and see how it works in their own tasks” (Respondent 12).

In addition, several respondents describe the importance of peer learning and internal support structures. Respondent 5 highlights the role of internal networks and “catalysts” who actively use AI and share knowledge with others, helping to spread competence throughout the organization. This suggests that implementation is not only top-down but also depends on informal structures within the organization. As expressed:

“It’s often people in the organization who drive the change by showing others how to use it” (Respondent 5).

5.8.2 Competence and Learning

Another central condition identified by respondents is the development of competence related to AI use. Several respondents stress that effective use of AI requires both technical understanding and practical experience, particularly in how to interact with the tools. Respondent 5 explains that initial implementation efforts focused on lowering the threshold for usage through simple, accessible training formats and practical examples (Respondent 5). Similarly, Respondent 12 emphasizes that learning occurs most effectively when users actively test the tools themselves rather than only receiving theoretical instruction. It highlights that competence is not only about knowledge but also about experience and familiarity with the technology. As one respondent describes:

“You need to work with it yourself to really understand how it helps” (Respondent 12).

In addition to general digital competence, several respondents point to more specific skills related to AI usage. Respondent 1 describes prompting as a key capability, where the ability to formulate clear and structured inputs significantly affects the quality of outputs. At the same time, respondents emphasize that competence development must be adapted to different levels within the organization. Both Respondent 5 and Respondent 6 highlight that employees have varying levels of digital maturity, which requires differentiated support and targeted training efforts.

5.8.3 Attitudes and Perceptions

Respondents also identify attitudes and perceptions toward AI as a critical factor influencing implementation. While many describe a growing interest and curiosity around AI, there is also variation in how individuals relate to the technology. Respondent 13 explains that although AI is widely discussed, many employees have not yet experienced a clear “value moment,” which affects their motivation to adopt it in their work. Similarly, Respondent 5 highlights that continued use depends on whether individuals perceive AI as useful in their own tasks. Which indicates that implementation is closely linked to perceived relevance at the individual level. As one respondent expresses:

“If you don’t see the value in your own work, you won’t keep using it” (Respondent 5).

At the same time, respondents describe that attitudes are shaped by both curiosity and concern. Respondent 1 highlights that some employees may feel uncertain or even threatened by AI, which can create resistance to adoption. However, several respondents also point out that attitudes evolve over time. Respondent 4 explains that initial skepticism has gradually shifted toward a more positive and exploratory mindset as employees gain experience with the technology.

5.8.4 Organizational Support and Structure

Beyond culture, competence, and attitudes, respondents also emphasize the importance of organizational support in enabling AI use. Several respondents describe how structured initiatives, such as training programs, clear guidelines, and access to appropriate tools, have been important in supporting adoption. Respondent 3 highlights the role of policies and guidelines in defining how AI can be used, particularly in relation to data security and acceptable use. This provides clarity and reduces uncertainty, which is important for broader adoption. Adding on the argument, Respondent 5 and Respondent 12 describe how implementation efforts have included structured programs aimed at encouraging usage, such as training sessions and internal support systems. These descriptions indicate that while individual motivation is important, organizational structures play a key role in enabling consistent and scalable use of AI.

6. Analysis

6.1 People: Human Conditions for AI Integration

The empirical material shows that the use of Generative AI in marketing workflows is strongly shaped by people related conditions such as competence, attitudes, trust, perceived usefulness, and the ability to translate AI into everyday work practices. Although several respondents describe an active and growing use of AI, the findings indicate that adoption is not primarily determined by access to the technology itself. Rather, the value of AI emerges when employees understand how the technology can support their own tasks and when they have the competence to use it in a meaningful way.

A recurring pattern in the empirical material is that employees generally perceive AI as useful when it provides direct support in existing work practices. Respondents describe AI as a tool for generating first drafts, structuring information, summarizing meetings, processing data, and supporting ideation. In these cases, AI is not understood as replacing human work, but as functioning as a support tool or sounding board that helps employees move faster through early stages of work. This suggests that perceived usefulness is closely connected to whether AI can create practical value in the employee's own workflow. When employees can see how AI helps them get started or improve the quality of output, the motivation to use AI increases.

At the same time, the findings show that positive attitudes alone are not sufficient for effective AI use. Several respondents describe curiosity, openness, and interest in AI, but the material also indicates that meaningful use requires knowledge and practical experience. Employees need to understand how to formulate prompts, evaluate outputs, provide relevant context, and recognize the limitations of the technology. This means that AI competence is not only a technical skill, but also an interpretive and contextual capability. The ability to ask the right questions, assess the quality of generated outputs, and adapt results to organizational needs becomes central to whether AI can be integrated into daily work.

This creates an important people related implementation challenge. The empirical material suggests that AI adoption is uneven across the organization because employees differ in digital maturity, experience, confidence, and perceived relevance. Some respondents describe active experimentation and frequent use, while others have not yet experienced a clear "value moment" where AI becomes useful in their own work. From a People perspective, this indicates that implementation depends not only on making AI tools available, but also on helping employees connect the technology to concrete tasks and work situations. Without this connection, AI risks remaining an abstract organizational initiative rather than becoming embedded in everyday practice.

Trust also emerges as a key condition shaping AI use. The respondents generally describe AI as valuable, but not as something that can be relied on without human oversight. Outputs are treated as suggestions that require checking, adjustment, and contextual judgment. This cautious trust is especially visible in tasks involving external communication, brand tone, factual accuracy, or customer-facing material. In these situations, respondents emphasize the need to review and adapt AI-generated content before it can be used. Trust is therefore

conditional and task dependent, AI is more easily trusted for drafts, summaries, ideation, and internal structuring, while more sensitive or externally visible outputs require stronger human control.

The findings also indicate that trust develops through experience. Respondents describe how initial uncertainty can shift toward greater willingness to experiment when employees become more familiar with the technology. However, increased use does not necessarily mean unconditional trust. Instead, experience appears to create a more realistic understanding of what AI can and cannot do. This is important from an implementation perspective because unrealistic expectations may reduce trust when AI does not deliver complete or accurate results immediately. A mature use of AI therefore requires employees to understand both its potential and its limitations.

From a People dimension perspective, the organization appears to have several enabling conditions in place. There is evidence of curiosity, experimentation, perceived usefulness, and emerging internal support through training, workshops, and informal knowledge sharing. Respondents also describe the importance of internal catalysts who demonstrate use cases and help others understand how AI can create value. This suggests that adoption is supported by both individual motivation and social learning within the organization.

However, the findings also show that people related maturity remains uneven. Competence, confidence, and practical understanding are not equally distributed, and some employees still require support to identify relevant use cases. This limits the organization's ability to scale AI use beyond individual experimentation. The People dimension therefore reveals a tension between a generally positive attitude toward AI and the more demanding capabilities required for effective implementation. For AI to become more systematically integrated into marketing workflows, the organization needs to continue developing AI literacy, practical training, shared examples, and support structures that help employees move from curiosity to confident and context-aware use.

6.2 Process: Conditions for AI Use in Marketing

The empirical material shows that marketing related work is characterized by a combination of strategic planning, operational execution, content production, information handling, and continuous coordination between different actors. From a process perspective, this means that the use of Generative AI cannot be understood only in relation to individual tasks, but must be analysed in relation to the workflows in which these tasks are embedded. The findings indicate that AI is already used to support specific parts of marketing work, but that broader implementation is dependent on how structured, repeatable, and integrated these workflows are.

A recurring pattern in the material is that many marketing processes are coordination intensive. Respondents describe workdays shaped by meetings, follow-ups, alignment activities, and dependencies between internal and external stakeholders. This suggests that marketing work in the studied department is not primarily organized as isolated task execution, but as a set of interconnected processes where output often depends on input,

feedback, and approval from others. From a process perspective, this creates both opportunities and constraints for Generative AI. On the one hand, AI can support documentation, summarization, action points, and information structuring in meeting-heavy workflows. On the other hand, AI cannot create process efficiency if the underlying workflow remains fragmented or dependent on unclear ownership, repeated feedback loops, or manual handovers.

The findings also show that AI is particularly useful in processes where work can be partially standardized or where the task has a clear input-output structure. Respondents describe AI as helpful for drafting text, summarizing meetings, structuring information, producing content variations, and supporting administrative follow-up. These are examples of process steps where AI can accelerate work because the task is recurring, recognizable, and possible to break down into smaller activities. In such cases, AI does not replace the process, but reduces the time and effort required to move through specific stages of it. This indicates that AI creates the most immediate value where workflows are already sufficiently defined for employees to know what kind of output they need and how the AI-generated material should be evaluated.

At the same time, the material suggests that process maturity varies between different types of marketing work. Some activities, such as meeting documentation, text drafting, reporting, and content adaptation, appear to be relatively suitable for AI support because they are frequent and partly repetitive. Other activities, such as brand-sensitive communication, campaign development, strategic interpretation, and creative decision-making, are more dependent on context, judgment, and coordination. In these areas, AI is more often used as an augmenting tool rather than as a process automation tool. This distinction is important because it shows that implementation should not be understood as applying AI uniformly across marketing workflows. Instead, different processes require different forms of AI integration depending on their level of structure, complexity, and dependence on human judgment.

The process dimension also reveals that AI use currently seems to be more developed at the level of individual workflow support than at the level of fully integrated organizational processes. Respondents describe several valuable uses of AI, but many of these appear to be applied by individuals within their own tasks rather than embedded into shared routines or standardized workflows. This creates a gap between AI as a productivity tool and AI as an integrated process capability. While individual employees may use AI to accelerate parts of their work, the broader process may still depend on manual coordination, fragmented systems, and traditional approval structures. As a result, the full organizational value of AI may remain limited unless AI-supported activities become connected to shared ways of working.

This is particularly visible in content production. The empirical material shows that content related work often involves several stages, including planning, drafting, adaptation, feedback, approval, and distribution across channels. AI can support several of these stages, especially by generating drafts, suggesting angles, adapting existing material, and producing variations. However, the findings also indicate that content processes remain dependent on brand

alignment, contextual understanding, and quality assurance. Therefore, AI can accelerate content workflows only when the process includes clear criteria for what counts as usable output. Without established routines for review, adaptation, and approval, AI-generated material may create additional work rather than reduce it.

A similar pattern appears in administrative and information heavy processes. Respondents describe meeting summaries, documentation, action plans, reporting, and information structuring as areas where AI can create clear value. These tasks are often necessary but time consuming, and they do not always represent the most value creating part of marketing work. From a process perspective, this suggests that one important implementation opportunity lies in using AI to reduce administrative load and release time for more strategic, creative, or interpretive activities. However, this requires that AI-supported documentation and follow-up are connected to existing routines. If AI summaries or outputs remain separate from the systems where work is planned, followed up, or executed, the efficiency gains may be limited.

The analysis therefore suggests that processes that have already reached a certain level of clarity and maturity are easier to accelerate with AI. Where employees understand the workflow, the desired output, the relevant context, and the quality requirements, AI can be used to speed up execution and support iteration. In contrast, where workflows are unclear, data is fragmented, or responsibilities are distributed across several actors without clear structure, AI may struggle to create deeper process improvement. This means that AI does not automatically solve weak processes. Instead, it may expose where processes are insufficiently structured for automation, augmentation, or scaling.

From a maturity perspective, the process dimension shows both readiness and underdevelopment. The organization appears to have several processes where AI can already create practical value, particularly in recurring and information-intensive tasks. At the same time, the material indicates that more systematic implementation requires clearer routines, stronger integration into workflows, and more deliberate decisions about where AI should support automation, augmentation, or human decision-making. The process-related challenge is therefore not only to identify tasks where AI can be used, but to determine which workflows are mature enough to be accelerated and which first need to be clarified, redesigned, or better supported.

Overall, the Process dimension shows that Generative AI has the greatest potential when it is connected to specific workflow needs rather than introduced as a general tool. The findings suggest that AI can support marketing processes by reducing administrative workload, accelerating content production, improving information handling, and enabling faster iteration. However, these benefits depend on the extent to which processes are structured, coordinated, and supported by clear routines for evaluation and use. In this sense, process maturity becomes a key condition for moving from isolated AI use toward more systematic integration in marketing workflows.

6.3 Technology: Technical Conditions for Effective AI Use

The empirical material shows that the technological dimension is central to understanding both the current use and the future implementation potential of Generative AI in marketing workflows. While respondents describe several valuable applications of AI, the findings also indicate that the technology's usefulness is strongly dependent on the surrounding technical and informational environment. In other words, the value of AI is not determined by access to AI tools alone, but by whether these tools can operate with relevant data, organizational context, system integration, and sufficient reliability.

An identified pattern is that current AI use is often based on standalone or task-specific applications rather than fully integrated technological solutions. Respondents describe using AI for drafting texts, summarizing meetings, generating ideas, structuring information, and supporting analysis. These uses demonstrate that the technology is already valuable in daily work. However, they also suggest that AI is often used as an external support layer added to existing workflows, rather than as an embedded part of the organization's systems and processes. This limits the extent to which AI can create deeper workflow transformation, since employees still need to manually provide input, transfer outputs, check results, and adapt the material to organizational needs.

The importance of data availability and system integration appears as one of the strongest technological conditions in the material. Several respondents emphasize that AI's potential is constrained when data is fragmented, distributed across different systems, or difficult to access. This is especially relevant for analysis-related tasks, where AI could support pattern identification, reporting, and decision-making, but only if it can access accurate and structured information. From a technology perspective, this means that the challenge is not only whether the AI model is capable, but whether the organization's data environment allows the model to produce useful and contextually relevant outputs.

This point is particularly visible in the more technical perspectives in the material. Respondent 11 explains that problems often begin with data or integrations rather than with the AI model itself. This suggests that the technological maturity required for effective AI implementation lies partly outside the AI tool. It depends on the organization's ability to connect systems, manage information flows, structure data, and make relevant internal knowledge available in a controlled way. Without these conditions, AI may remain useful for general support tasks, but less capable of supporting more advanced or organization-specific marketing workflows.

The empirical material also shows that context is a key technological requirement. Respondents working with communication and branding describe that AI-generated outputs can be too generic, lack a distinct voice, or fail to align with organizational tone, visual identity, and communication standards. This indicates that marketing-related AI use requires more than technical generation capacity. It requires access to brand guidelines, previous material, audience knowledge, tone of voice, and contextual information about the organization. Without this context, AI may produce outputs that are formally correct but not sufficiently aligned with the organization's identity or communicative goals.

This is especially important in relation to content production and future use of image generation. The material suggests that image-related AI use has potential, but also that its value depends on whether the technology can produce outputs that are aligned with the organization's visual identity, brand standards, and marketing context. If image generation is used through generic tools without a clear organizational identity, the outputs may require extensive manual correction or may not be usable in professional marketing material. However, if the organization develops a stronger digital identity for AI use, including brand assets, tone, visual guidelines, contextual examples, and approved material, image generation could become a more valuable part of marketing workflows.

From this perspective, the idea of a digital identity becomes technologically significant. A digital identity can be understood as the structured organizational context that enables AI tools to generate more relevant and brand-consistent outputs. This may include access to internal guidelines, previous campaigns, visual templates, approved imagery, tone of voice principles, and examples of how the organization communicates across channels. Such a structure would not remove the need for human review, but it could improve the quality of AI-generated outputs and reduce the gap between generic AI production and usable marketing material.

Reliability is another central technological issue. Respondents describe AI outputs as useful but inconsistent, requiring validation and human oversight. The technology can produce drafts, summaries, ideas, and structures, but it can also generate incorrect, irrelevant, or overly generic outputs. This affects how far AI can be integrated into workflows without increasing risk. In tasks where errors have limited consequences, such as early ideation or internal drafting, this limitation may be acceptable. In tasks involving external communication, brand representation, customer interaction, or factual claims, the need for reliability becomes much greater.

This means that technological maturity is not only about having access to advanced tools. It is also about having mechanisms that support controlled and responsible use. These include secure platforms, clear data handling practices, validation routines, and technical solutions that allow employees to use AI without exposing sensitive information. Respondent 3's emphasis on information security shows that AI implementation is closely connected to data governance and risk management. The organization must therefore balance the desire for increased AI use with the need to control what information is shared, how outputs are generated, and where the technology is appropriate to use.

The technology dimension also reveals a distinction between general AI use and organization specific AI capability. General AI tools can support many tasks, especially when the output does not require deep organizational context. However, more advanced marketing use cases depend on AI being connected to internal information, systems, brand identity, and workflow specific requirements. This distinction is important because it explains why AI may already create value in some tasks while still falling short in others. The limitation is not necessarily that the technology is weak, but that it is not yet sufficiently adapted to the organization's specific processes and knowledge environment.

From a maturity perspective, the technological conditions appear uneven. The organization has access to AI tools and there are examples of more advanced technical development, including customized solutions and AI connected to internal data sources. At the same time, the empirical material shows limitations related to fragmented data, lack of integration, generic outputs, security concerns, and insufficient contextual alignment. This suggests that the organization has a technological foundation for AI use, but that further implementation requires stronger integration between AI systems, internal data, brand context, and workflow structures.

Overall, the Technology dimension shows that Generative AI has clear potential in marketing workflows, but that this potential depends on the organization's ability to build the technical and informational conditions around the tools. AI can support content creation, analysis, documentation, and creative exploration, but deeper implementation requires access to structured data, integrated systems, organizational context, and reliable governance. In this sense, the technology itself is only one part of the implementation challenge. The more decisive issue is whether the organization can create the technical environment that allows AI to move from generic assistance toward context-aware and workflow-integrated support.

6.4 Tensions Between People, Process, and Technology

While the People, Process, and Technology dimensions each highlight important conditions for the use of Generative AI, the empirical material shows that the most important implementation challenges emerge in the intersections between them. The findings suggest that barriers to AI integration are rarely caused by one isolated factor. Instead, they appear when people-related, process-related, and technology-related conditions are not sufficiently aligned. This means that the organization's ability to implement Generative AI depends not only on whether employees are positive toward AI, whether workflows exist, or whether tools are available, but on how these dimensions support each other in practice.

6.4.1 People and Process: Competence and Clear Workflows

The intersection between people and processes shows that positive attitudes toward AI are not enough if employees do not know how to apply the technology within concrete workflows. The empirical material indicates that many respondents see value in AI and use it to support tasks such as drafting, summarizing, structuring information, and generating ideas. However, the findings also show that adoption depends on whether employees can connect AI to their own work practices and identify where it creates practical value.

This creates a tension between individual openness and process based implementation. In some cases, employees may be curious and willing to experiment with AI, but the work process may not be sufficiently structured to show where AI should be used, how outputs should be evaluated, or how AI-supported work should move through the workflow. As a result, AI use risks remaining individual and situational rather than becoming embedded in shared ways of working.

This tension is particularly visible in marketing work because many processes are collaborative, iterative, and dependent on coordination between several actors. Content production, campaign planning, reporting, and communication activities often involve multiple steps, feedback loops, and quality assessments. In such contexts, AI can support parts of the process, but the value depends on whether employees understand where in the workflow AI should be introduced and what role it should play. If the process is unclear, AI may create speed in one step while the overall workflow remains slow or fragmented.

From a maturity perspective, this suggests that people related development and process development need to occur together. Employees need competence, confidence, and practical examples, but the organization also needs clearer process structures that define how AI can be used in recurring workflows. The implementation challenge is therefore not only to train people, but to connect competence development to the actual processes where AI is expected to create value.

6.4.2 People Technology: Available Tools, Knowledge-Based Use

The intersection between people and technology shows a second important tension. The empirical material indicates that AI tools are available and already used in several tasks, but that their effectiveness depends on employees' ability to interact with the technology critically and contextually. Respondents describe AI as useful, but also emphasize that outputs must be checked, adjusted, and evaluated before use. This suggests that technology availability alone does not create implementation.

A key issue in this intersection is the relationship between competence and trust. Employees need to understand how to prompt effectively, how to provide relevant context, and how to assess whether the output is useful, accurate, and aligned with organizational needs. When this competence is missing, the technology may produce weak or generic results, which can reduce trust and motivation. In contrast, when users understand how to work with the technology, AI becomes more valuable as a support tool.

This tension is especially important in marketing related work, where outputs often need to reflect tone of voice, brand identity, audience understanding, and contextual sensitivity. Respondents describe AI-generated content as useful in early stages, but often too generic or insufficiently aligned with organizational communication standards. This means that employees must act as interpreters between the technology and the organizational context. The tool may generate material, but the user must decide whether it fits the purpose, audience, and brand.

The same logic applies to image generation and the potential creation of a stronger digital identity. Image generation may become a valuable marketing capability, but only if the technology is supported by sufficient organizational context, such as visual guidelines, brand assets, tone, templates, and examples of approved material. Without this, employees may receive outputs that are technically generated but not organizationally usable. In this sense, the People Technology intersection shows that effective AI use depends on both user competence and the technology's access to relevant context.

From a maturity perspective, the organization appears to have a foundation for AI use, but not yet fully developed conditions for consistent and context-aware use. The technology is present, and many employees are willing to experiment, but implementation requires stronger AI literacy, clearer guidance, and more organization-specific technological support.

6.4.3 Process Technology: AI as an Accelerator of Mature Processes

The intersection between process and technology is one of the strongest findings in the material. The empirical findings suggest that AI can accelerate processes that are already relatively clear, structured, and supported by relevant data or context. In these cases, AI can reduce manual work, speed up production, support analysis, and create faster iteration. However, where processes are fragmented, data is distributed across systems, or outputs require unclear approval and interpretation, AI has more limited value.

This means that AI does not automatically improve a workflow simply because it is introduced into it. Instead, the technology depends on the maturity of the process it is expected to support. For example, AI can be effective in tasks such as meeting summaries, documentation, content drafts, and information structuring because these activities have relatively clear input-output relationships. The user knows what kind of output is needed, and the AI-generated result can be reviewed and refined.

However, more complex marketing processes require stronger integration between technology and workflow. Campaign development, brand-sensitive communication, analysis across multiple data sources, and visual production all require access to context, data, systems, and quality criteria. If these conditions are missing, AI may only support isolated task execution rather than broader process improvement. This is visible in the empirical material where respondents describe data fragmentation, lack of system integration, and limitations in adapting AI outputs to organizational formats or brand standards.

This intersection therefore supports one of the central analytical points of the study: Generative AI can be used to accelerate processes that have already reached a certain level of maturity. Where the organization has clear workflows, relevant data, defined quality expectations, and employees who understand the task, AI can strengthen and speed up the process. Where these conditions are not in place, AI may instead expose weaknesses in the existing workflow.

From a maturity perspective, the process technology relationship shows that further implementation requires more than better AI tools. It requires process clarification, data structuring, system integration, and clearer decisions about where AI should support automation, augmentation, or human judgment.

6.5 Intersections, Maturity, and Conditions for Further Implementation

The analysis shows that the organization's strongest implementation potential is found where the People, Process, and Technology dimensions overlap. This means that further implementation should not focus on increasing AI use broadly across all marketing activities, but on identifying specific workflows where employees see value, the process is sufficiently structured, and the technology can support the task with relevant data, context, or functionality.

One area where this overlap is already visible is meeting documentation, follow-ups, and information structuring. From a People perspective, employees already perceive AI as useful for reducing administrative workload and creating clearer outputs. From a Process perspective, these tasks are recurring, time-consuming, and have relatively clear input-output structures. From a Technology perspective, current AI tools are already capable of summarizing, structuring, and transforming text-based information. This makes the area relatively mature for further implementation. The main development need is therefore to connect AI-supported summaries and follow-ups more clearly to existing routines, responsibilities, and internal systems.

A second area with strong implementation potential is content drafting and content adaptation. Employees already use AI to generate first drafts, improve wording, create alternative angles, and adapt existing material. This indicates that the People dimension is partly in place, since users understand AI as a support tool rather than as a finished producer of content. The Process dimension is also partly developed, as content work is recurring and often follows recognizable steps such as drafting, revision, feedback, and approval. However, further implementation is limited by the need for stronger connection to tone of voice, brand guidelines, quality assurance, and approval routines. This area therefore requires more mature process structures and stronger organizational context before AI-supported content production can become more systematic.

A third area is analysis and reporting, where the implementation potential is clear but less mature. Marketing work already involves information handling, reporting, and data-driven decision support, and employees see potential in using AI to process information faster. However, this area is constrained by the Technology dimension when data is fragmented across systems or difficult to access. This means that the organization has a relevant use case and a clear process need, but the technical and informational conditions are not yet sufficiently developed. Further implementation in this area should therefore focus on improving data structure, system integration, and routines for validating AI-generated insights before they are used in decision-making.

A fourth area is image generation and brand-related visual production. This appears as a promising but less mature implementation area. The process need exists because marketing work continuously requires visual material, content variation, and brand-consistent communication. However, the overlap between the three dimensions is not yet fully

developed. For image generation to become useful beyond experimentation, the organization needs to strengthen the technological and contextual conditions around the tool. This includes developing a clearer digital identity for AI-supported marketing work, including visual guidelines, approved brand assets, templates, examples of previous campaigns, tone of voice, and quality criteria. Without this, image generation risks producing generic outputs that require extensive manual correction.

These examples show that maturity is uneven across different marketing workflows. Some areas, such as meeting summaries and content drafting, are closer to systematic implementation because the tasks are clear, employees already see value, and current AI tools can support the work. Other areas, such as analysis across multiple data sources and image generation, have higher future potential but require further development of data, integration, context, governance, and quality assurance. The maturity perspective therefore helps identify not only where AI can be used, but where organizational capabilities need to be strengthened before AI can become embedded in marketing workflows.

7. Conclusion

The purpose of this thesis is to examine how generative AI can be further implemented in marketing-related workflows within a large downstream energy organization. Through semi-structured interviews and drawing on the theoretical framework of People, Process, and Technology, empirical data have been collected to address three research questions: how generative AI tools are currently used in marketing-related workflows and activities, what organizational factors support or constrain their use, and in which areas of marketing workflows and daily work practices generative AI can be further integrated.

The findings show that Generative AI is currently used as a support tool within existing marketing-related workflows rather than as a replacement for human work. Respondents describe AI as valuable for drafting texts, summarizing meetings, structuring information, supporting analysis, generating ideas, and adapting content. This suggests that Generative AI already creates value in everyday marketing work, particularly in tasks where employees can clearly identify its practical usefulness and where outputs can be reviewed, adjusted, and contextualized through human judgment. At the same time, the use of Generative AI remains limited, as more complex tasks require higher-quality data and models that are well suited to the specific task at hand. This limitation contributes to making AI-generated material more difficult to use in external communication than in internal work.

Through the empirical findings, several organizational factors were identified as either supporting or limiting the use of Generative AI in marketing-related workflows. These factors can be understood as an interconnected cycle that influences how successfully AI is implemented across the people, process, and technology dimensions. Within the people dimension, the most important factors are the perceived usefulness, AI literacy, and trust. When employees experience clear value from using AI, they are more likely to use it regularly, which creates opportunities to learn more about the technology and improve the quality of their outputs. Better outputs, in turn, strengthen trust in AI and contribute to a positive spiral of adoption. Within the process dimension, successful use depends on whether the task and expected output are well structured and clearly defined before AI is applied. A lack of direction is one of the clearest indicators of poor or unreliable results. Within the technology dimension, three factors are central: the model's ability to understand the organizational context, access to complete and relevant data, and the quality of the prompt provided by the user. The model needs contextual understanding, while the user must provide the information and task-specific context required to generate a useful result. These dimensions are closely connected, as better data and clearer context can improve outputs, increase perceived usefulness, strengthen trust, and motivate further learning and use. Thus, adoption is not driven by one single factor, but by a reinforcing cycle between people, processes, and technology.

The empirical findings identify four key areas where Generative AI can be further integrated into marketing-related workflows. First, AI can reduce time spent on coordination by supporting meeting preparation and follow-up, such as generating briefs, summaries, action

points, and follow-up emails. Second, AI can support and partially automate reporting and analysis if the right data and contextual information are available and if the input-output structure is clearly defined and measurable. Third, AI can be used more extensively in content creation, but external communication requires stronger organizational context, including tone of voice, brand standards, and industry-specific knowledge. Fourth, AI can support the creation of visual material, where better contextual and brand-specific input could make generated visuals more useful and, in some cases, reduce manual production work.

To summarize, deeper integration of Generative AI requires strengthening all three dimensions. Users need a better understanding of how to guide the AI model and provide the input required to generate useful outputs. Processes need to be clearly defined, with a clear understanding of the expected outcome before AI is applied. The technology needs stronger organizational understanding and access to relevant data for the specific task. By strengthening these dimensions together, Generative AI can become more deeply embedded in marketing workflows.

Future Research

Future research could focus on how Generative AI models can be developed to fit a company's specific organizational context, both for text generation and visual content creation. This includes examining how AI can be aligned with the company's tone of voice, brand identity, and the way the organization wants to communicate externally.

Developing such models requires access to substantial amounts of organizational data. Therefore, future research should also examine the governance structures needed to determine what data can be shared, how it should be managed, and how organizations can ensure security, control, and compliance when training or configuring AI systems.

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Appendix A

Interview Guide for respondents with AI expert and technical expertise

1. Introduction

Brief introduction to the thesis and the purpose of the study.

Brief presentation of myself.

2. Background and Role

Could you briefly introduce yourself and describe your role in the company?

What is your background and experience in AI or digitalization?

How long have you worked with digital transformation or AI-related questions?

How would you describe your role?

3. AI Use

How do you work with AI or digitalization in your current role?

What types of AI projects or initiatives are you involved in?

Which AI tools or technologies do you use the most?

How do you identify possible areas of application for AI within the organization?

4. AI Strategy and Implementation

How does VAROPreem work with AI from a strategic perspective?

Which parts or processes of the business do you see as having the greatest potential for AI?

Are there any areas where VAROPreem have already made significant progress in implementation?

Are there any areas where AI is still at an early stage?

Implementation Process

How does the implementation of an AI initiative take place within the organization?

What factors have been important for successful implementation?

What obstacles or challenges have you encountered?

5. AI and Value Creation

What is required for AI to become a tool that actually creates value within the organization?

What is important for AI to be integrated into existing work processes?

6. Future Perspective

How do you view the development of AI in the coming years?

Where do you think AI will create the greatest value in the future?

What obstacles or risks do you see in relation to AI implementation?

Are there any areas where AI should not be used at present?

Is there anything we have not discussed that you think is important regarding AI implementation?

Appendix B

Interview Guide for respondents with AI expert and technical expertise

Brief presentation of myself and the thesis

1. Introduction and Background

Could you introduce yourself and describe your role in the organization?

How long have you worked in your current role?

Could you describe your background and how you ended up in your current position?

How would you describe your role?

2. Work Tasks and Workflow

Could you describe what a typical working day or week looks like for you?

Are there any tasks that you or your team carry out weekly or on a regular basis?

Which tasks do you experience as the most repetitive and the most time-consuming?

Do you or your team spend a lot of time reading or producing written documents?

3. Current Use of AI

How do you experience the use of AI today? Which models and functions are used?

What is your view of generative AI and different types of AI tools?

How do you view information generated by AI? To what extent do you trust the results?

Are there any tasks or situations where you would not want AI to be used?

4. Challenges and Bottlenecks

What are the biggest challenges in your work today?

Are there any tasks or situations where you find information difficult to locate or manage?

5. Future Use of AI

Are there parts of your work where AI could be particularly helpful?

What kind of support from AI would you or your team find useful?

Are there any tasks where you still would not want AI to be used, even in the future?

6. Change and Implementation

How do you perceive the attitude toward AI?

What do you think is important for successfully implementing AI into work processes?

What obstacles or barriers do you think may arise when implementing AI?

Are there any other aspects that you think are interesting or important to discuss?